



▲ South-west Aerial view of Melbourne showing CBD, Docklands master vision perspective, Yarra River, Melbourne Port area, Williamstown and Port Phillip Bay

MELBOURNE DOCKLANDS IS ON THE WAY TO BECOMING ONE OF THE WORLD'S TRULY GREAT URBAN DOMAINS - A MAGNIFICENT WATERFRONT ADDRESS IN THE HEART OF ONE OF THE WORLD'S MOST LIVABLE CITIES.

CONTENTS

INFRASTRUCTURE LIBRARY



M0047480

pothet on back page

- ◀ FRONT COVER
Victoria Harbour, Colonial Stadium, Docklands
and city skyline at night
- ▶ Victoria Harbour, Docklands – Osaka Cup
boats prior to the start of the 1998 Melbourne –
Osaka Yacht Race



INTRODUCTION	2
VICTORIA – THE PLACE TO BE	4
DOCKLANDS VISION	6
ELEMENTS OF THE VISION	8
HIGHLIGHTS	16
PROGRESSIVE STAGING	20
INVESTMENT	24
MARKET OUTLOOK	26
AN HISTORIC OPPORTUNITY	28
ACCESS	30
THE PRECINCTS	32
COLONIAL STADIUM	34
STADIUM PRECINCT	38
MIRVAC'S YARRA'S EDGE	40
MAB'S NEWQUAY	42
VICTORIA HARBOUR	44
BATMAN'S HILL	46
COMMONWEALTH TECHNOLOGY PORT (COMTECHPORT)	48
NORTH WEST PRECINCT	50
SPENCER STREET STATION	52
MELBOURNE'S NEW EVENTS PRECINCT	54
URBAN ART	56
KEY INFRASTRUCTURE WORKS	58
MARKETING	62
DOCKLANDS 3008 – MELBOURNE'S NEWEST COMMUNITY	64
URBAN DESIGN	66
PLANNING	69
ENVIRONMENT	70
DOCKLANDS AUTHORITY	72
BID ASSESSMENT AND PROBITY	73
ACKNOWLEDGMENTS	74

711. 5099
451 DOC 1

DOI08706
Melbourne Docklands
2000+



SPIRIT OF DOWN UNDER

30

OUTRAGE US

TWO UP

INTRODUCTION

With 220 hectares of land and water and 7 kilometres of public waterfront, Melbourne Docklands is a unique development opportunity. The multi-use precincts of Docklands, with a dynamic mix of residential, commercial, retail and leisure activities, has a forecast investment value of over \$6 billion.

Today, the 21st century vision for Melbourne Docklands is progressively becoming a reality. More than \$1.2 billion of development and infrastructure completed or underway and Development Agreements for investment worth a further \$1.4 billion over the next ten years. Construction has commenced on approximately 30% of the land available for development. The remaining precincts present a potential investment value of a further \$3.4 billion over a similar timeframe.

Docklands will be developed mainly by the private sector based on market demand within a performance-based planning, design and development framework. The State Government has clear statutory planning processes for consideration and approval of proposals.

The successful precinct developers will, over the next 10-15 years, conceive, design, develop and shape this phenomenal urban waterfront opportunity – but it will be the people of Victoria who will benefit most from the initiative. Docklands will be their playground, residence, workplace and waterfront.

KEY ASSETS

LOCATION – at the western edge of Melbourne's Central Business District, and at the hub of the sub-region which links the waterways of the Yarra River, and Hobson's Bays.

PUBLIC WATERFRONT

- 7 kilometres of public waterfront
- 40 hectares of water, including 30 hectares of water in Victoria Harbour – the "blue water park"
- When fully developed, more than 26 hectares of public waterfront, promenades, open space and public parks, including the 2.7 hectare Docklands Park which is part of the Harbour Esplanade spine.

ACCESS – the most accessible location in the whole of Victoria, at the hub of Victoria's arterial road and rail system.

Two new bridges, extending LaTrobe and Bourke Streets over the Spencer Street rail yards have opened. The award-winning \$35 million Bourke Street Pedestrian Bridge provides an easy 400 metre, 3 minute stroll to and from the central city linking Spencer Street Station to the Stadium, and onwards to the Docklands waterfront.

☐ Completed or under construction

▶ Aerial view of Docklands and Melbourne CBD looking east







As the vision for the Docklands precinct unfolds, it will dramatically change the way we see Victoria's capital city of Melbourne. This size of the dynamic and cosmopolitan city's Central Business District will double and its new boundary will reach the waterfront. The city will no longer end at Spencer Street Railway Station but will begin at the Docklands waterfront.

But this development is not just about geographical boundaries. It is about creating a new precinct that will further invigorate the whole of Victoria. Docklands will be a place to live, work and play. Already, many Victorians are familiar with Colonial Stadium at Docklands, which has hosted events ranging from cricket internationals to Australian Rules football finals to the World Reconciliation Day address by Nelson Mandela. The vibrancy and life that this new precinct adds to the world's most livable city is palpable and will continue to develop as the project unfolds.

Docklands is on track. And the Bracks Government strongly supports the enthusiastic efforts of the many people who are helping the vision to become a reality.

With \$2.6 billion worth of development completed or underway, and total private sector investment in Docklands estimated to be \$6 billion over the life of the project, Docklands is forecast to provide on average 3,000 construction jobs per year for the life of the project, and an estimated 3,000 new permanent jobs by 2015.

Other major boosts include improved public transport, new infrastructure for water transport, new roads and bridges, and the undertaking of environmental projects including the remediation of contaminated soil, installation of litter traps and a water quality improvement plan for Victoria Harbour.

The long-held dream to develop Docklands has moved into its most exciting phase, where people can now start enjoying the waterfront, and be part of the project as it evolves. For more and more people, it is becoming a waterfront playground, a workplace, a tourism destination and soon, an exciting place to live.

Docklands is a key link between the city and the water. It is one of the truly great development opportunities for the new century, and it will add an exciting new dimension to life in Melbourne, as well as providing a major economic boost for the State.

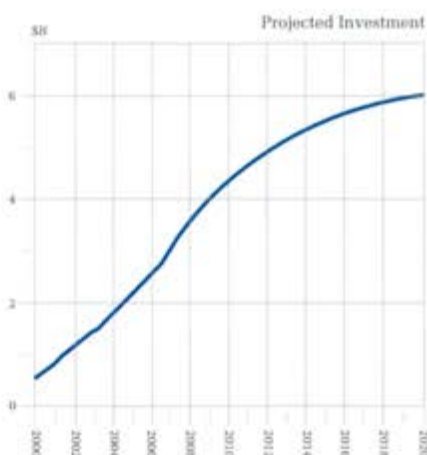
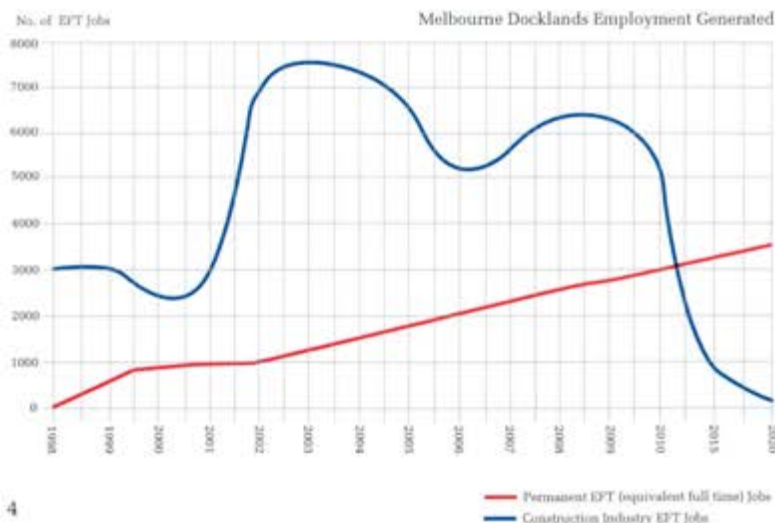
Docklands is all about balancing public outcomes with the needs of private sector investors. The State Government and the Docklands Authority are committed to the successful development of Melbourne Docklands in partnership with private enterprise.

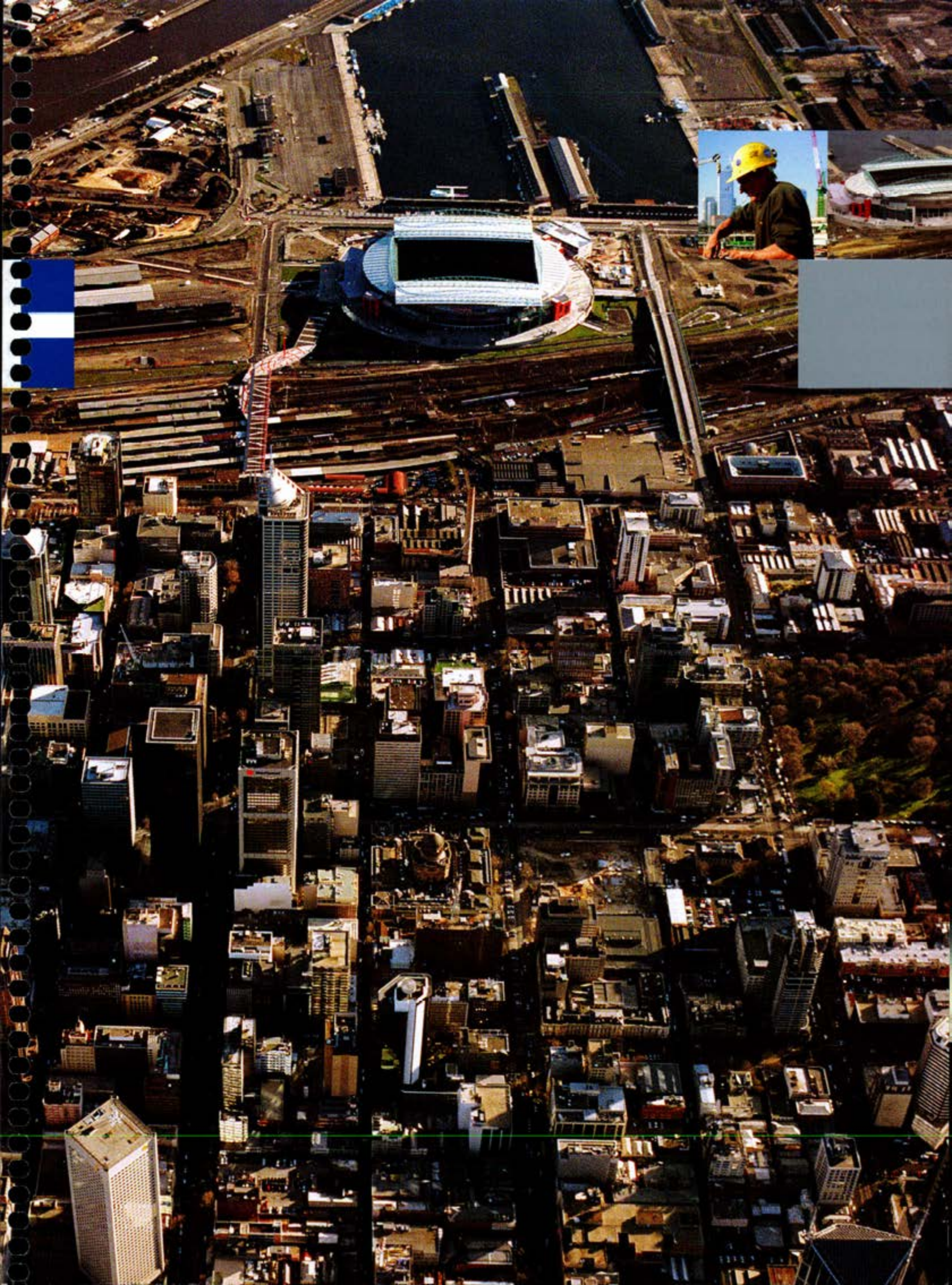
Docklands will change the look and feel of Melbourne and, in time, will become one of Victoria's showpieces – an integrated high technology, commercial, residential and recreational precinct with few parallels around the world.

We endorse it wholeheartedly.

Steve Bracks
Premier of Victoria

John Pandazopoulos
Minister for Major Projects and Tourism





DOCKLANDS VISION



DOCKLANDS VISION

is expected to become
torians
people in a wide range of employment
0 million people per year
and water events per year
planned to be a vibrant new part
nated to include

- 7,000 apartments
- 450,000 m² of high-tech commercial space
- 77,000 m² of retail space
- 2,000+ hotel rooms
- 100,000 m² of entertainment space
- 28,000 car spaces
- 500 marina berths including facilities for ferries, water taxis and charter boats

► Master vision perspective of what Docklands could look like when fully developed





ELEMENTS OF THE VISION



DOCKLANDS – A NEW ASSET FOR MELBOURNE.

The vision for Melbourne Docklands has many facets. It should become:

- For all People
- Integrated with Melbourne
- An 'iPort'
- A Precinct of High Quality Urban Design and Public Amenity
- A Water Place, an Arts and an Events Destination
- A Place of Successful Projects and Businesses

FOR ALL PEOPLE

The vision for Docklands is to ensure that the people of Victoria see Docklands as belonging to them. That it is regarded as a great place to live, to work, to stroll through, ride a bike, fish or sail, just enjoy – even now.

Over 2 million people visited Docklands in 2000. This represented a ten-fold increase on the 200,000 people who visited in 1999. When fully developed Docklands is expected to attract over 20 million visitations per year.

A key objective for Docklands is to attract the broadest possible cross section of people. Already 'baby boomer empty nesters' and 'young professionals' in particular have been attracted to the residential apartments. Office workers, will be drawn from many sectors in particular the high-tech and service sectors. Fans of various sports and entertainers will continue to visit Colonial Stadium, and the public at large will come to enjoy the atmosphere and events on the Docklands waterfront.

Docklands is planned to be a dynamic place driven by its community of users, a 24-hour city. The Docklands community will support a vibrant nightlife. Central Melbourne's identity derives much from its night-time activities and it is vital Docklands reinforces this appeal.

INTEGRATED WITH MELBOURNE

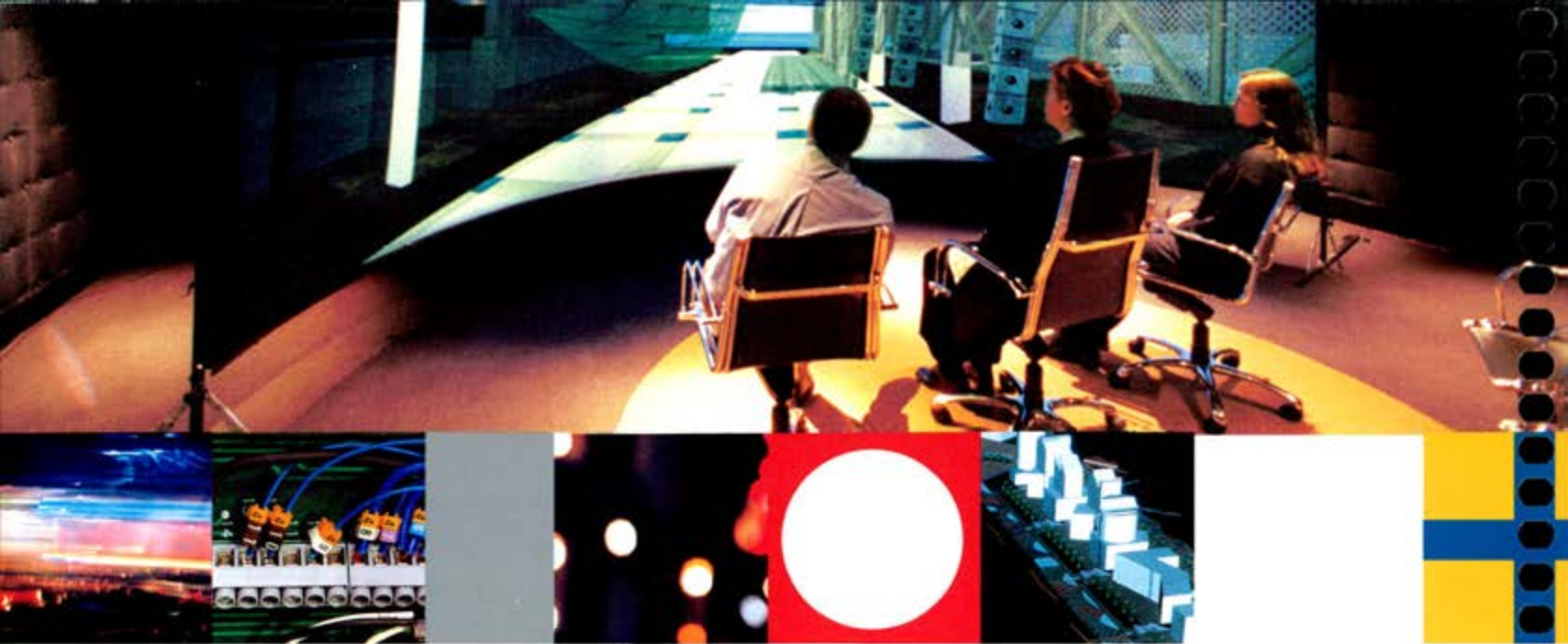
The vision for Docklands is that it will be integrated with the city and complement rather than compete with other parts of central Melbourne. Integration with the City of Melbourne is a key objective – and critical in planning, service delivery and land usage. Docklands has been planned to merge with adjacent parts of Melbourne in each direction and in every sense. Governance will be by the community and integrated with neighbouring areas.

Central Melbourne is based on patterns related to river crossings and two intersecting road grids. The structure of the angled CBD Grid and the north/south/east/west Hoddle Grid create a distinctive city character and sense of place. Melbourne also has well recognised axes with an attached sense of identity: Bourke Street – 'the people's street', and Collins Street – 'the heart of commerce and excellence'. The plans for Docklands reflect these grids, the waterways, and the sense of place.

The extension of key east-west linkage streets – Flinders, Collins, Bourke and LaTrobe Streets – will physically reinforce the pattern of the CBD at its western edge. The current development proposals for the 30-hectare Victoria Harbour precinct and the adjoining 10-hectare Batman's Hill precinct have the unique opportunity to extend Collins and Bourke Streets to the waterfront.







AN 'iPORT'

The potential of high bandwidth and its efficiency in delivering voice, image and data, is creating huge interest in global property markets.

One of the cornerstones of Melbourne Docklands is technology, specifically the provision of high bandwidth services to all access seekers in the region. Docklands high-tech infrastructure is a key selling point and value-adding feature for the precinct.

The strategic importance of information technology and telecommunications to Docklands goes far beyond the Comtechport precinct. Being a completely new development adjacent to the Melbourne CBD, Docklands is well placed to target and attract technology users, both as residents and businesses.

The base telecommunications infrastructure is already installed and includes a high capacity data spine with up to 12 cable ducts providing immense fibre optic capacity throughout the 220 hectares of Docklands. These cable ducts link all Docklands precincts and individual buildings, be they commercial, residential, retail or entertainment.

Docklands is planned to be an 'iPort'. The 'i' stands for information, internet, intellectual capital, infrastructure, intelligent buildings and education and the port representing a portal as part of the new networked economy. A place close to the city and the waterfront, with a high quality, high capacity information technology and telecommunications infrastructure linking all of its parts, and connecting it to the world with high bandwidth. The high capacity I.T. infrastructure means that Docklands will be a location of choice for 'bandwidth hungry' individuals and organisations.

The first stage of 'iPort' is an online community at www.docklands.com.au. Docklands Authority is establishing a distributive authoring system for the Authority and precinct developers that will subsequently be rolled out to all relevant stakeholders, including Docklands residents, tenants and workers.

Future stages of 'iPort' include the likely establishment of a Docklands Community Intranet, an online central system (hub) connecting the physical precincts and adding a new dimension to the Docklands experience. Some of the features may include:

- Ability of occupants to easily communicate at a low cost to all parties within Docklands
- High speed access to the Internet, ISP and ASP services
- Access to specialised high bandwidth services such as video on demand, video conferencing and music download
- Capacity for future satellite and wireless communications developments

For more information on the Information Technology and Communications Infrastructure please contact the Docklands Authority, or visit online at www.docklands.com.au

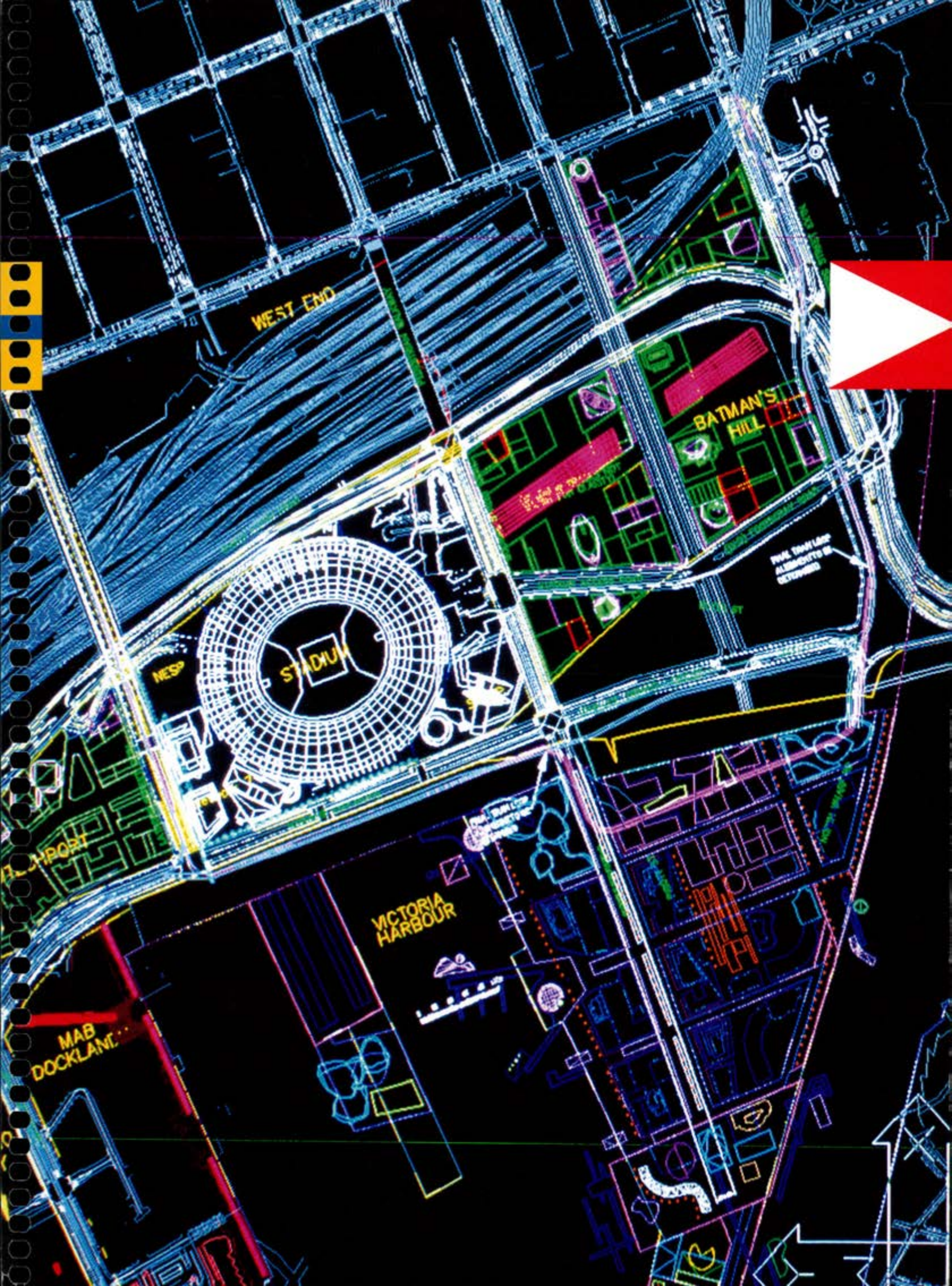
HIGH QUALITY DESIGN AND PUBLIC AMENITY

The vision for Melbourne Docklands is a vibrant inner city environment of high quality design and public amenity. To achieve this Docklands Authority works in partnership with some of the nation's leading developers and their design consultants with national and international reputations for design excellence. Development in Docklands must not only be commercially successful but must combine design functionality, sustainability and aesthetics. Buildings, landscape, generous public open space and urban art will be designed together to ensure Docklands is a destination with a unique character and sense of place which meets a variety of community needs.

With a development program over 15-20 years, construction will be staged with the waterfront as the centre-piece around which a strong urban forum will develop.

The Authority's aspiration to achieve high quality design of the urban fabric and high quality architecture are driving concerns in the development of Docklands. This is reflected in the criteria used to assess developer bids and manage Development Agreements, with processes in place for:

- Design review by the Authority's Design, Amenity and Integration Review Panel
- Ongoing expert analysis of staged design proposals
- Close working relationships with key planning and heritage approval agencies
- Monitoring of environmental management and sustainable design practices
- Provision of community services



WEST END

BATMAN'S HILL

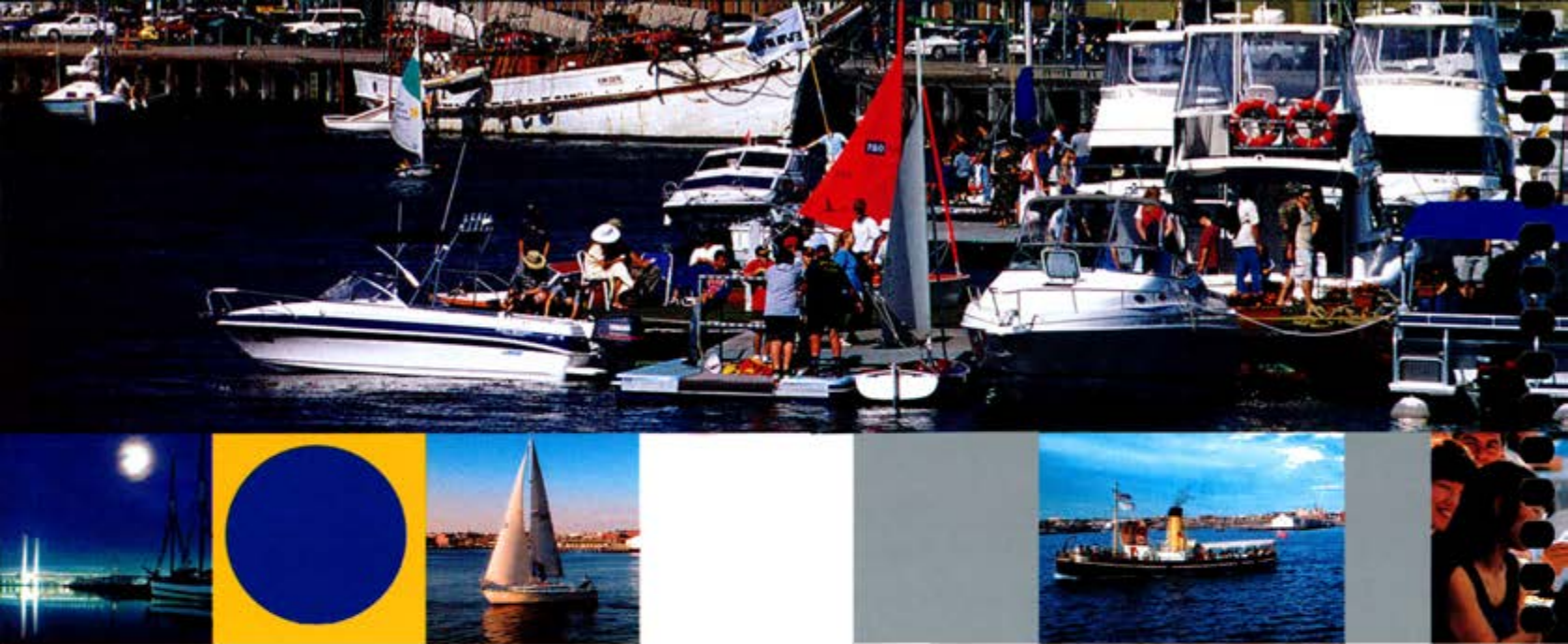
STADIUM

NESP

VICTORIA HARBOUR

MAB DOCKLAND

RAIL TRACKS
ALIGNED TO BE
REMOVED



WATER, ARTS AND EVENTS DESTINATION

Victoria Harbour is the "Blue Park" of Docklands and forms the hub for water access and water activity – linking the Yarra River, the Maribyrnong River and Port Phillip and Hobson's Bay. It is planned to become a significant international boating and activity node – and the best integrated boating, arts and events destination in Victoria. Docklands Authority is determined to produce for the public benefit an active waterfront and a working harbour.

The waterways are a focal element of Docklands, offering frontages to the north and south banks of the Yarra River, all sides of Victoria Harbour, and the mouth of Moonee Ponds Creek. The 7 kilometres of public waterfront and 40 hectares of water area is a unique asset enabling:

- A high level of activity for smaller craft
- Access for major vessels
- Wide continuous waterfront public promenades that feature public art
- Ability to host large crowds for major (water and land based) events

A floating pontoon has been established in Victoria Harbour immediately adjacent to Colonial Stadium. Public use of this pontoon is encouraged. Water taxis and ferries are already using this facility for passenger drop off. In 2000 over half the boats moored at Docklands are commercial vessels engaged in tourism and corporate cruise activities.

Community use of the Harbour is important. Docklands is already home to the newest branch of 'Sailing For Everyone' and visitors can hire boats to tour the waterways. More and more people are discovering the excellent fishing around the wharf areas; recently excellent Bream, Trevally and Mullet catches have been made.

Initiatives being pursued by Docklands Authority as part of the Water, Art and Events Destination vision are:

EVENTS

- Attracting top quality performing arts and events, especially youth events
- Sailing events, regattas and boat shows such as the Boating Industry Association's 'Summer Boat Show'
- Visits by vessels of special significance, including Naval vessels and historically important craft
- Food and wine events such as 'The Melbourne Food and Wine Festival'
- Provision of infrastructure to host more major water and land-based events
- Creation of a water amphitheatre where spectacular theatre and concert productions can be held day and night
- Establish a commercial and events precinct to host weekend markets and other community based activities

ART

- Docklands developer integrated public art commissions (2000 – 'Vox Lumiere', 'Threaded Field' and 'Cow up a Tree')
- Public art of scale and significance that creates an arts destination within the harbour and public promenade areas
- Using water and light to create a memorable experience including creative and theatrical light and water displays
- Public Art with a 24-hour impact and that is part of and adds to an attractive night waterscape
- Public Art that recognises the maritime heritage of Docklands and has a strong water focus
- Art that reflects the technology, aspirations and design ethos "of its own time"

WATER

- Promotion of the regional function of Docklands as a waterways hub which links activities within the Yarra and Maribyrnong Rivers and Port Phillip and Hobson's Bays
- Provision of full public access along a waterfront promenade which accommodates a mix of uses, diverse structures, gathering spaces, activities and points of interest
- Establishment of a diverse water-based public transport network through the provision of shore-based infrastructure, and accommodation of functional water-based facilities
- Cross-movement between precincts and adjacent areas which are accessible by water
- Controlled extent of marina encroachment into navigable waterways, to limit the impact on public access to the waterfront
- Establishment of boating clubs and club facilities and recreational boat hire

Infrastructure Library





SUCCESSFUL PROJECTS AND BUSINESSES

Docklands has already and will continue to have a positive economic impact on Victoria.

Docklands is planned to be known for its icons, attractions and businesses and that it is a great place to create new icons and cutting edge businesses.

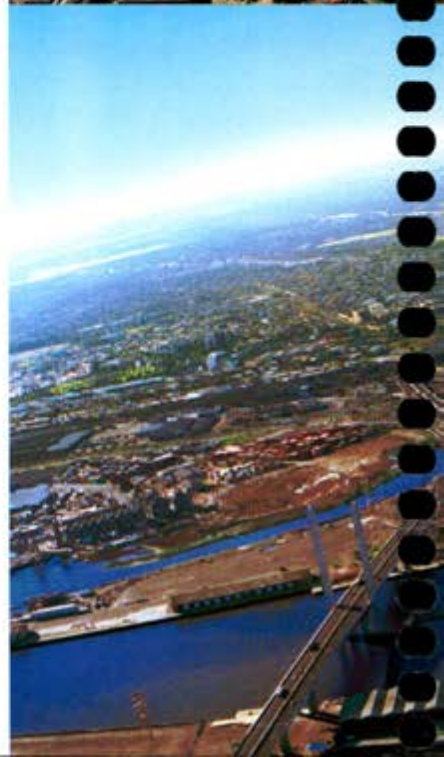
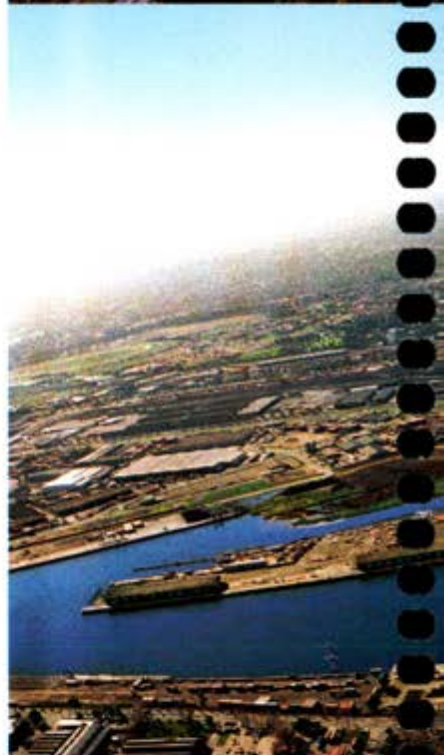
A place where much successful business takes place, that people want to be part of, to learn, work and succeed. A place where almost all projects are successful and where unsuccessful projects are replaced.

Docklands Authority endeavours in all its negotiations with developers to obtain an appropriate balance between commercial return and objectives such as achieving high quality design, amenity and integration.

A key function of Docklands Authority has been to research and define what makes a great waterfront. Many great cities around the world have embarked on major redevelopment of their waterfronts. Prime examples include Baltimore, Boston, Capetown, Cardiff, Kobe, London, San Francisco, Seattle, Stockholm, Toronto and Vancouver. Closer to home, the successful redevelopment of parts of the waterfronts in Melbourne, Sydney and Brisbane and other Australian cities provide evidence of the worldwide trend.

Much has been gained from studying these waterfronts. Key success factors include:

- Broad public waterfront promenades
- A 24 hour mixed activity area, with residential, commercial, recreation and leisure uses
- The "working harbour" and "theatre of the water" concepts – delivering the sights, sounds, and smells of a living, breathing harbour
- Water based events and festivals
- Anchor people magnets such as Colonial Stadium
- Road and public transport infrastructure including no barrier freeways along the waterfront
- Logical and sequential staging of development
- Market driven development within a comprehensive and flexible planning framework
- Dedicated waterfront development authority/agency



April 96



August 98



August 00



HIGHLIGHTS

Melbourne Docklands development highlights



- 1989**
 - Docklands Task Force established.
- 1991**
 - Docklands Authority Act 1991 passed by Victorian Parliament.
 - Docklands Authority established, with Eric Mayer appointed Chairperson.
- 1993**
 - Docklands Authority (Amendment) Act 1993 passed by Victorian Parliament.
- 1995**
 - State Government releases Strategy for Docklands.
 - Docklands Authority and Jones Lang LaSalle Advisory present Business Plan providing for a positive return for Victoria from the sale of land and development opportunity in Docklands.
- 1996**
 - Preparation of Statutory Planning Scheme, environmental management plan and urban design guidelines, and draft Development Agreements
 - Planning Scheme amendment submissions and panel hearings.
 - First expressions of interest called for development of precincts, with over 250 received.
 - Expressions of interest invited to develop **Docklands Stadium**.
 - Gazetting of the overall Planning Scheme amendment.

▼ TOP ROW L – R

Docklands Authority CEO, John Tabart at precinct announcement 1997
Construction workers, Colonial Stadium 1998
Members of Docklands Stadium Consortium at 1997 Stadium announcement
John Tabart congratulating Mirvac Victoria CEO, Kevin Hunt, December 1997
Remediation of the former West Melbourne Gas Works site 2000
Senator Richard Alston at the Announcement of the Federation
Fund grant for Comtechport, 1998

▼ BOTTOM ROW L – R

AFL CEO, Wayne Jackson at the ground breaking ceremony to start
construction of Colonial Stadium, 1997
Colonial Stadium construction in progress 1998
Docklands Authority board members John Tabart and Graeme Samuel &
Seven Network Chairperson Kerry Stokes at Seven Digital Broadcast Centre
and Office announcement 1998
Colonial Stadium, Bourke and LaTrobe St Bridges and Wurundjeri Way
July 2000



1997

- Shortlisting of consortia for the first five precincts.
- Twenty one bids received for development of the first five precincts.
- Three shortlisted consortia submit proposals for Stadium. Winner is **Docklands Stadium Consortium**. **Boulderstone Hornibrook** begins construction.
- Two shortlisted developers announced for each of four precincts, and one for **Technology Park (Comtechport)**.
- **Mirvac** signs agreement for \$1 billion **Yarra's Edge** development, to be built over ten years on 14.5 hectares south of the Yarra River.

1998

- **Transfield/Powercor Consortium** signs **trunk infrastructure Development Agreement**. Work begins on **LaTrobe and Bourke Street Bridges**.
- **Seven Network** signs **Development Agreement** for new Melbourne **digital broadcast centre** and headquarters, adjacent to Colonial Stadium.
- **Federal Government** commits **\$22.5 million** from the **Federation Fund** as **seed funding** for the establishment of **Comtechport** on the 4 hectare **Technology Park Precinct**.
- **Victoria Harbour Consortium** signs **Conditional Development Agreement**, subject to financial and design conditions for a proposed **\$1.2 billion** development of **Victoria Harbour Precinct**.
- **Grollo Tower** signs **Conditional Development Agreement**, subject to financial close for the **Batman's Hill Precinct**, the centrepiece of their proposal is the 560-metre **Grollo Tower**.

1999

- Construction begins on **CBD tram extension into Docklands** and a **new arterial road** to bypass the waterfront.
- Docklands Authority** signs **Development Agreement** for \$900 million **MAB NewQuay** development on the northern edge of **Victoria Harbour**.
- Docklands Authority** terminates **Conditional Development Agreement** with **Grollo Tower** for **Batman's Hill Precinct**.
- Victoria Harbour Consortium** withdraw from **Conditional Development Agreement** to develop the **Victoria Harbour Precinct**.
- New expressions of interest called for **Comtechport, Batman's Hill and Victoria Harbour Precincts**.
- Enterra (Abigroup and IT Environmental)** begin contract for remediation of the **former West Melbourne Gas Works**.
- Studio City** signs **Conditional Development Agreement** for \$500 million theme park, film and TV studios, and waterfront leisure development.



2000

Bourke and LaTrobe Street Bridges open – including tram access on LaTrobe Street and direct access to trains at **Spencer Street Station** from the award-winning Bourke Street Bridge.

The **Pedestrian subway** extension from **Spencer Street Station** opens.

The \$460 million **Colonial Stadium** opens and, hosts 56 events and over 1.7 million people in its first year.

Wurundjeri Way, named in recognition of the original inhabitants of the Docklands area opens as 4-lane State Highway bypass to the waterfront.

MAB commences construction of the first two stages of its **NewQuay** development after successfully pre-selling over 550 apartments in the first four buildings of its **NewQuay** development.

Mirvac commences construction of the first building at **Yarra's Edge** after successfully pre-selling over 500 apartments in the release of its first three Yarra's Edge towers.

Two developers submit detailed bid proposals for development of the **Comtechport** precinct.

Docklands Authority receives 19 expressions of interest for the **Batman's Hill Precinct**.

Docklands Authority receives 22 expressions of interest for the **Victoria Harbour Precinct**.

Studio City fails to achieve financial close following an unsuccessful public equity raising for proposed \$500 million theme park, film and TV studios and waterfront leisure development.

Docklands Authority publish exhibition copy of **Docklands Planning Area Strategic Statement and Integration and Design Excellence** July 2000.

Docklands Authority publish the **Docklands Community Development Plan** which provides a framework for the provision of human services to 2016 for future Docklands tenants, residents and visitors.

State Government approves plans for a bridge extending **Collins Street** to the Docklands waterfront.

State Government approves plans for **Docklands Park, Harbour Esplanade and Grand Plaza**.

Plans for **Harbour Esplanade** receive a commendation at the 2000 Australian Institute of Landscape Architects Awards

Completion of **AFL Offices** and commercial office space on western edge of **Colonial Stadium**

▼ TOP ROW L – R

Colonial Stadium & the LaTrobe St Bridge
Colonial Stadium LaTrobe St entrance
Minister Pandazopoulos & AFL footballers at the LaTrobe St Bridge opening
Opening of Colonial Stadium, first AFL game, March 2000
Docklands Authority Chairperson, Eric Mayer,
Premier Steve Bracks & MAB CEO, Andrew Buxton
New Charles Grimes Bridge and construction of Tower 1
at Mirvac Yarra's Edge

▼ BOTTOM ROW L – R

Premier Steve Bracks at MAB NewQuay with Colonial Stadium
in the background
Docklands Authority Chairperson Eric Mayer, Minister Pandazopoulos
& City of Melbourne Councillor, Wellington Lee at the Bourke St Bridge
opening, March 2000
Bourke Street Bridge
Premier Steve Bracks at MAB NewQuay ground breaking ceremony, June 2000
Construction at MAB NewQuay
Collins St Bridge announcement, July 2000



2001 Outlook

Completion of new Seven Network
Digital Broadcast Centre and offices
in the North West Stadium precinct
Exhibition and approval of new
format Melbourne Planning Scheme
for Docklands
Completion of Docklands
infrastructure works including,
Flinders Street, Dudley Street,
Lorimer Street and the new 4-lane
Charles Grimes Bridge
Commencement of works on Harbour
Esplanade and Grand Plaza
Commencement of works on both
Mircac's and MAB's second and third
residential towers.
Commencement of construction of
MAB NewQuay Public Realm works,
including roads and promenade.

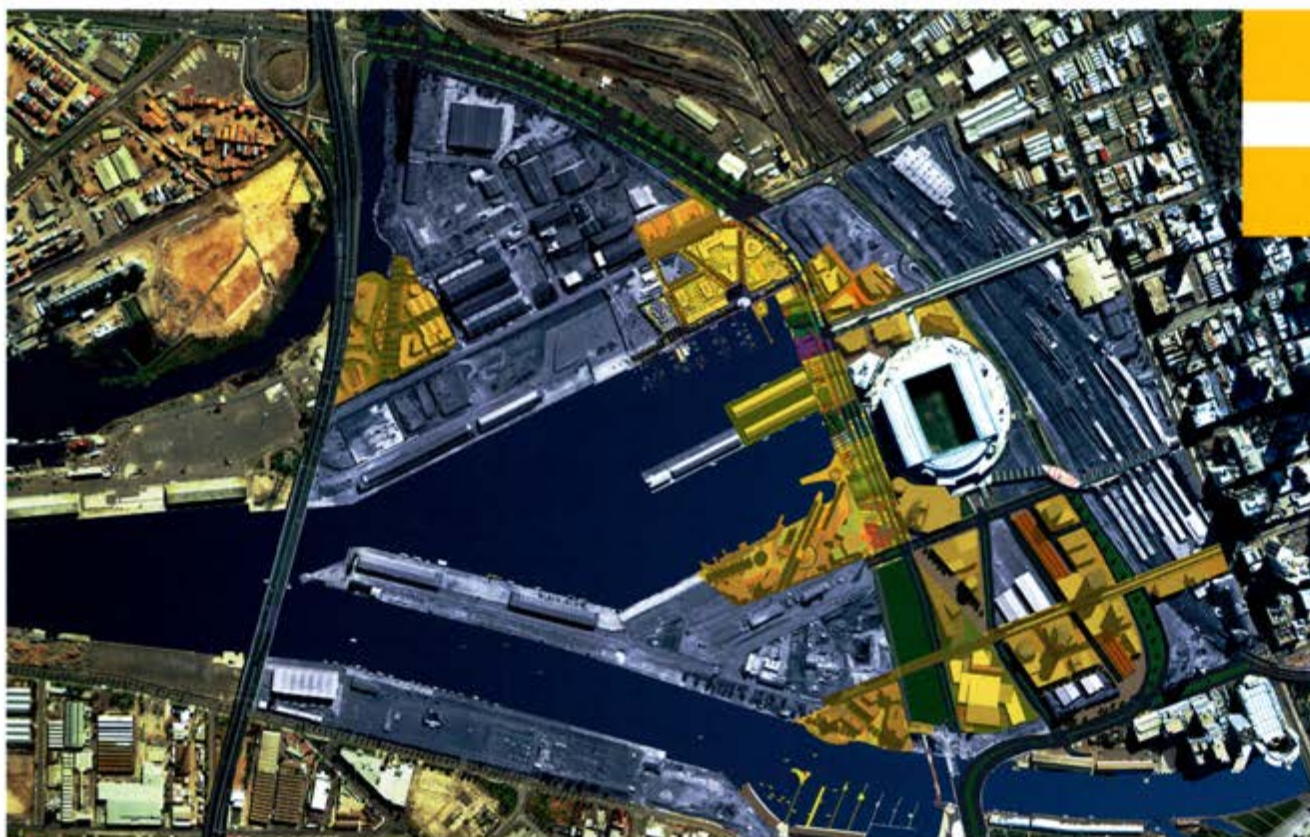
Remediation of Gas Works site
completed, and commencement
of construction of Docklands Park
and completion of the tram loop
Commencement of Docklands
Gateway Commercial Office Towers
in the North West Stadium Precinct
Completion of first residential tower
in Docklands, The Arkley at MAB
NewQuay Precinct

2002 Outlook

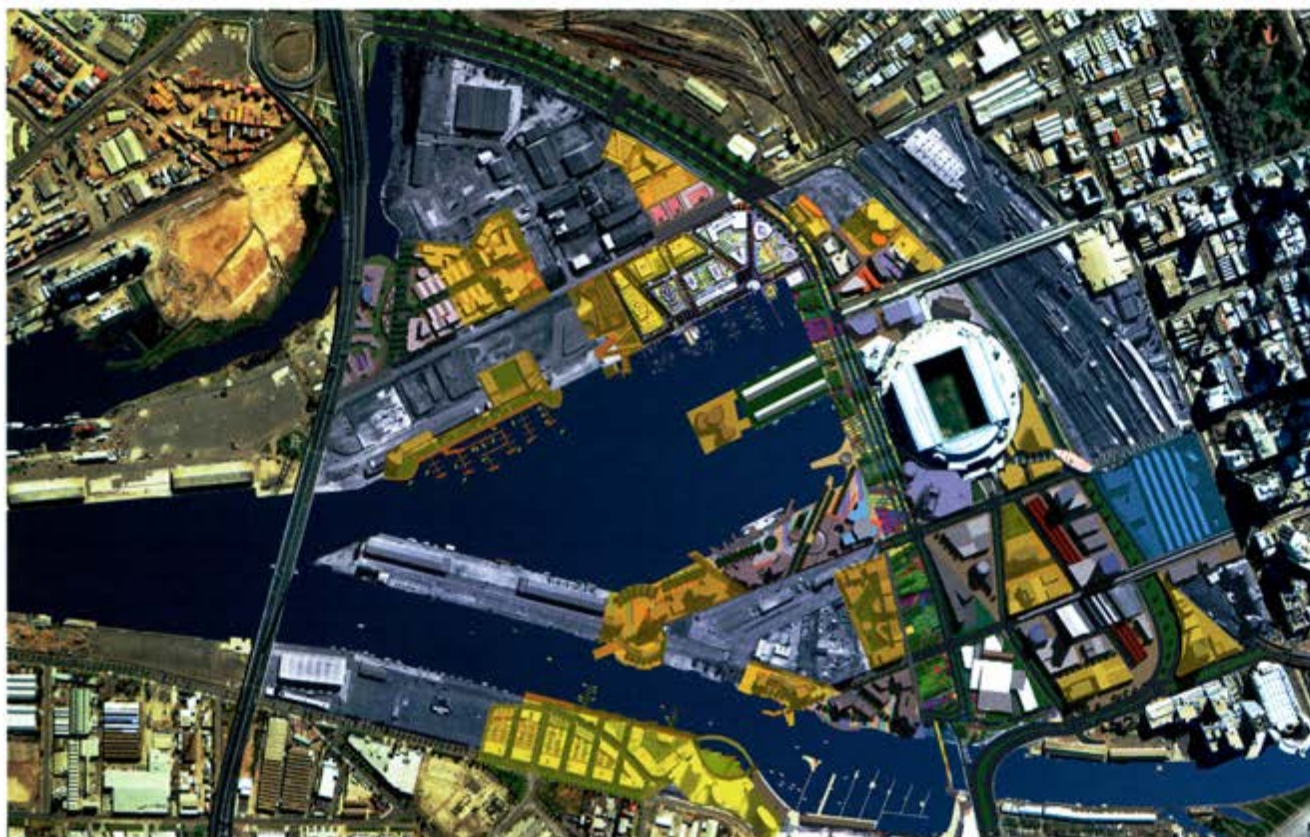
Completion of second residential
tower in Docklands at Mirvac
Yarra's Edge Precinct
Forecast completion of first commercial
tower, Docklands Gateway

PROGRESSIVE STAGING

Progressive staging and integration of Docklands will achieve a continuous and growing critical mass, led by market demand. The images below and overleaf provide a possible projection by Docklands developers and bidders of how Docklands could develop over the period 2000 to 2020.



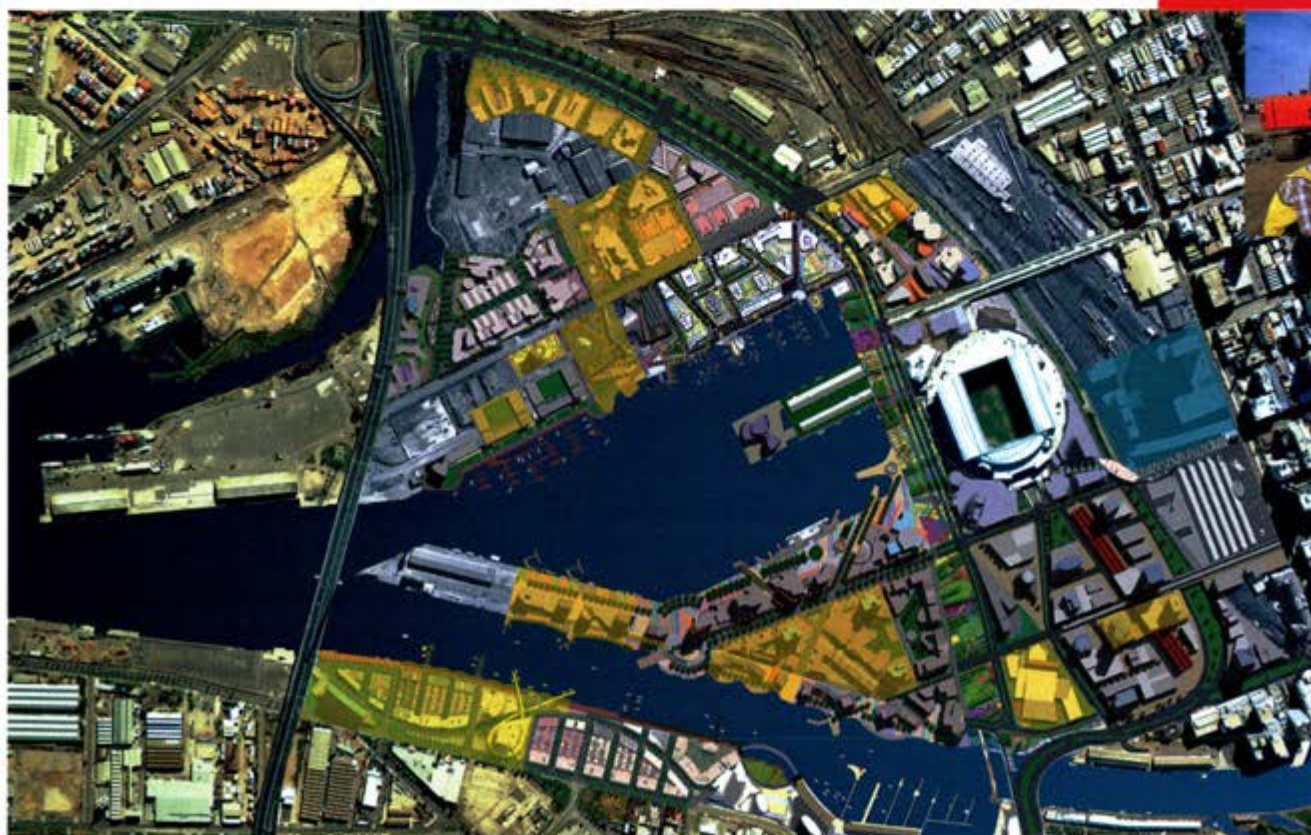
▲ Master vision plan of Docklands development at 2002



▲ Master vision plan of Docklands development at 2005

Under Construction

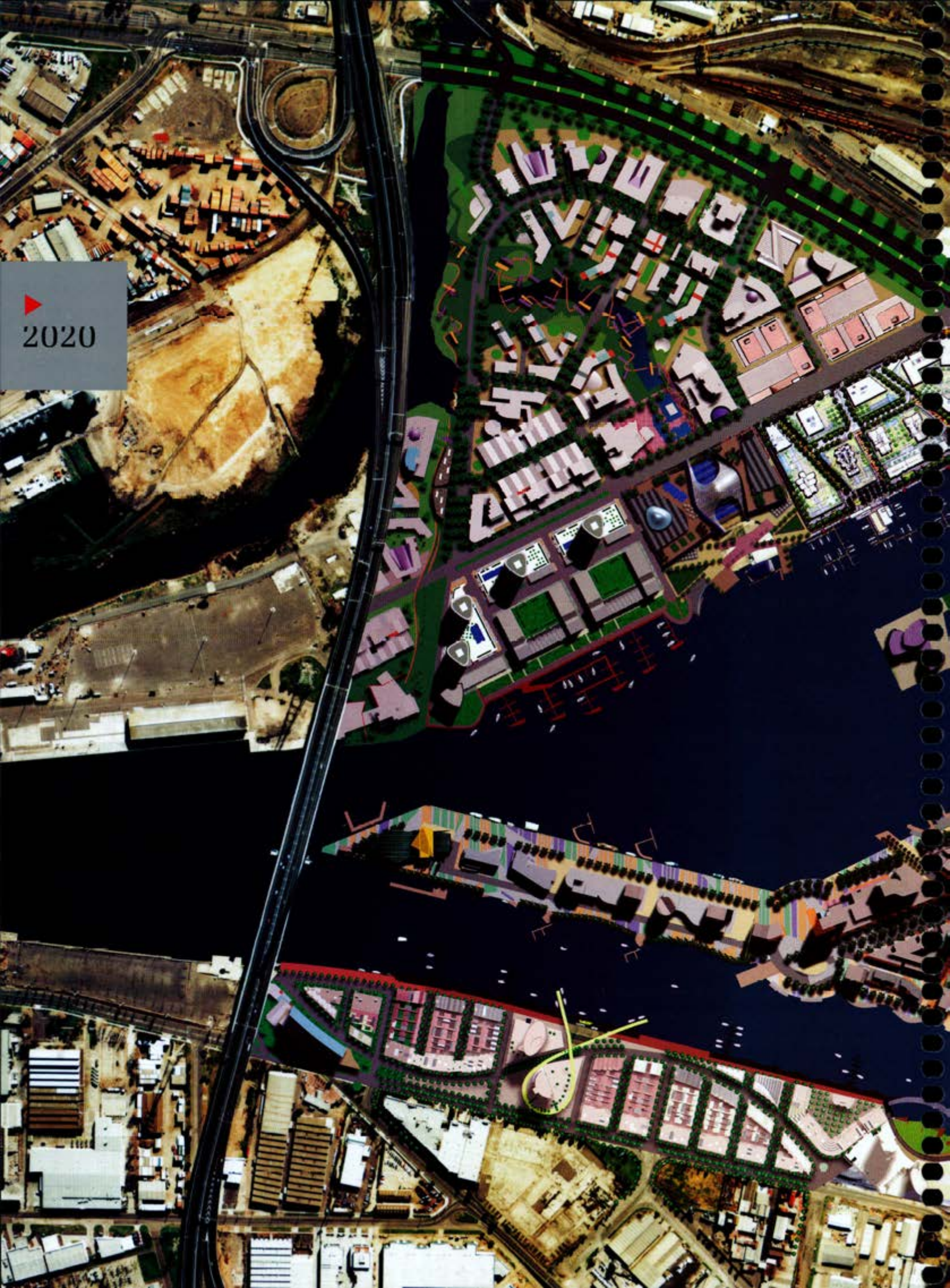
Under Construction – Spencer Street Station Precinct



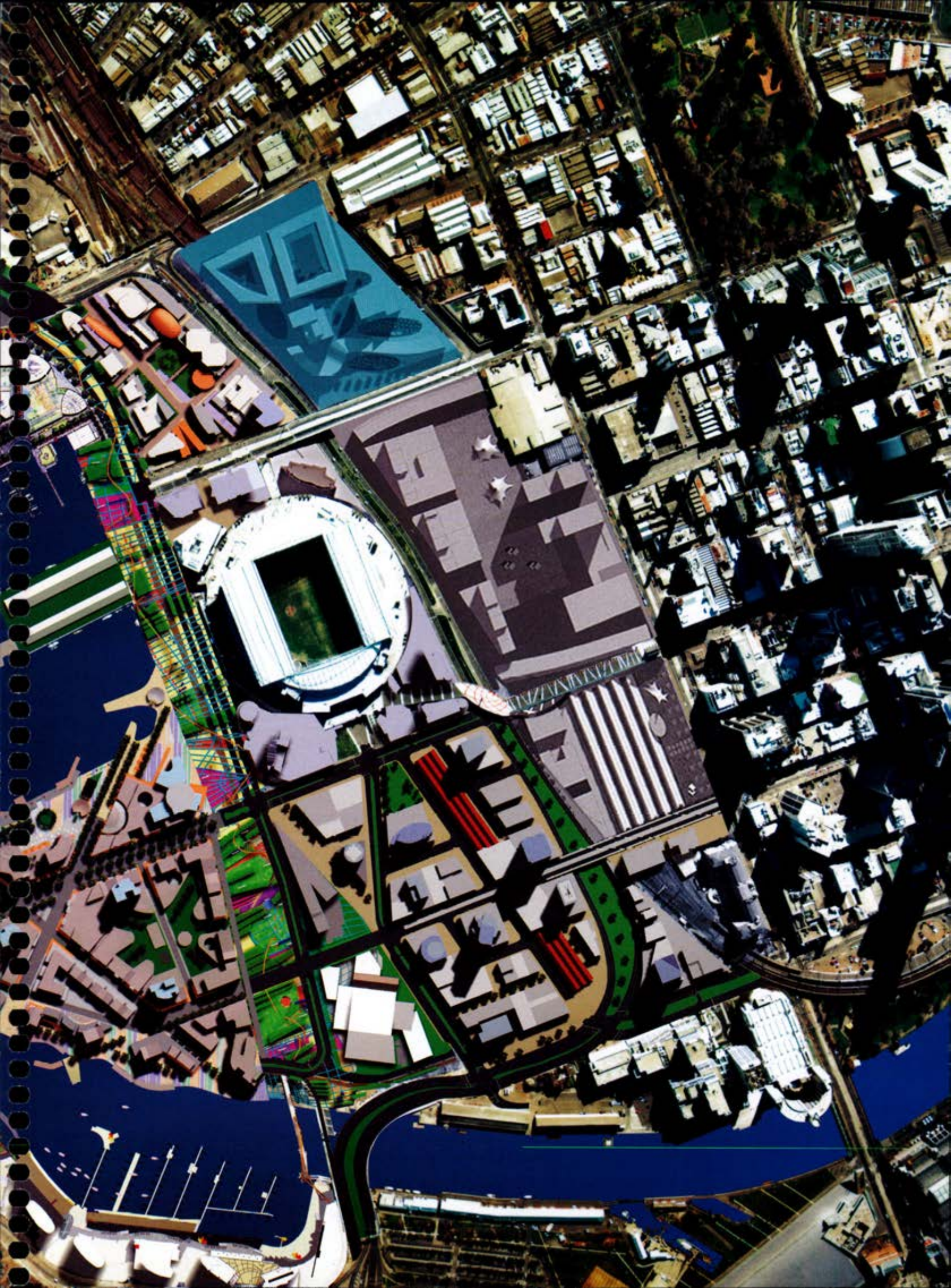
▲ Master vision plan of Docklands development at 2010



▲ Master vision plan of Docklands development at 2015



2020





DEVELOPMENT VALUES

Melbourne Docklands is being developed primarily through private sector investment. The first forecast of the value of potential investment in Docklands was made in 1995, as part of the State Government endorsed Docklands Business Plan, investment was estimated to be \$2 billion. In 1997, following strong investor interest, the forecast was increased to \$4 billion, and in 1999 the forecast was again increased to \$6 billion.

BUILT AND UNDER CONSTRUCTION (2000)

Development worth more than \$1 billion is completed or underway, the map below highlights where that development is taking place.



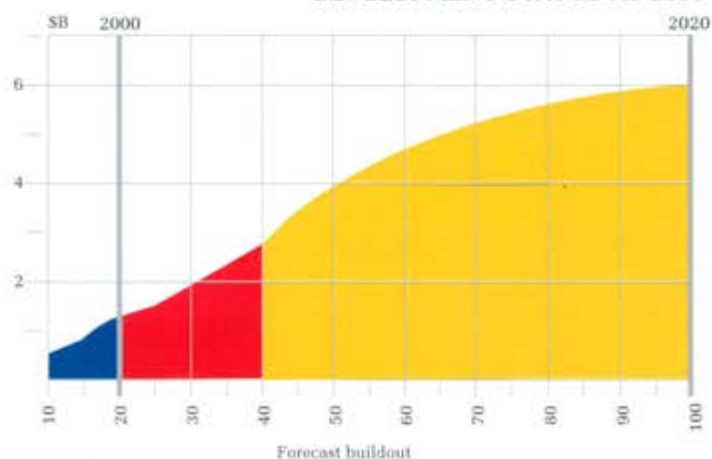
COMPLETED

Stadium \$460 M
Trunk Infrastructure \$120 M

UNDER CONSTRUCTION

MAB \$180 M
Mirvac \$256 M
Seven Network \$50 M
Gas Works Remediation \$50 M
Charles Grimes Bridge \$10 M

DEVELOPMENT STATUS AT 2000



DEVELOPMENT POTENTIAL

CONTRACTED WORKS TO BE COMMENCED

UNDER CONSTRUCTION, COMMITTED OR COMPLETED



DEVELOPMENT VALUE OF CONTRACTED WORKS (2000)

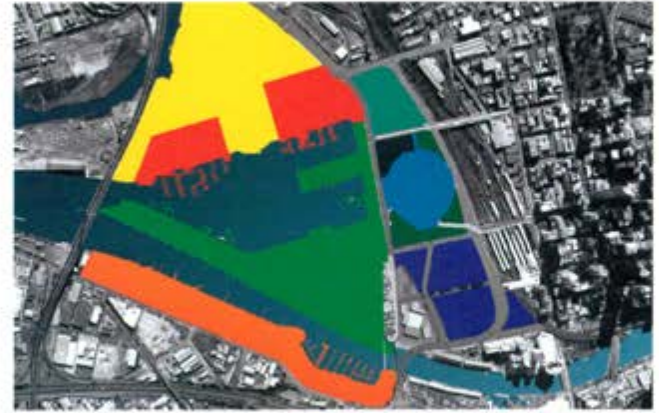
Unconditional development agreements for more than \$2.6 billion have already been signed, the map below highlights where these projects are located.



MAB \$900 M
Seven Network \$150 M
Stadium \$460 M
Mirvac \$1 B
Trunk Infrastructure \$170 M
Gas Works Remediation \$50 M

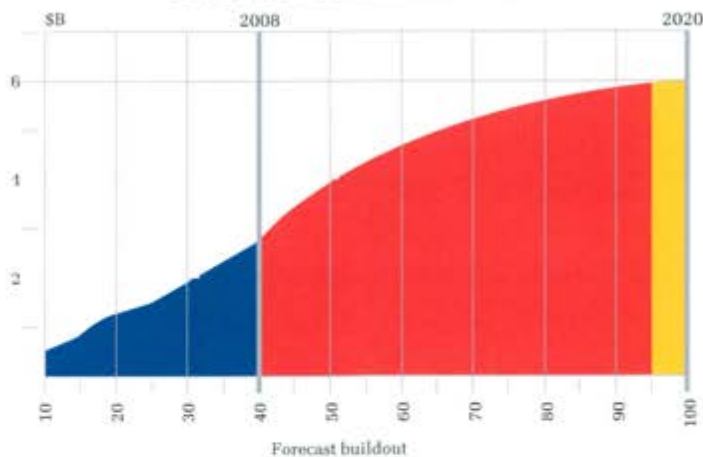
POTENTIAL DEVELOPMENT VALUE (2000)

2000 Docklands development forecasts indicate private sector investment in Docklands will be over \$6 billion, the map below indicates where this investment will take place.



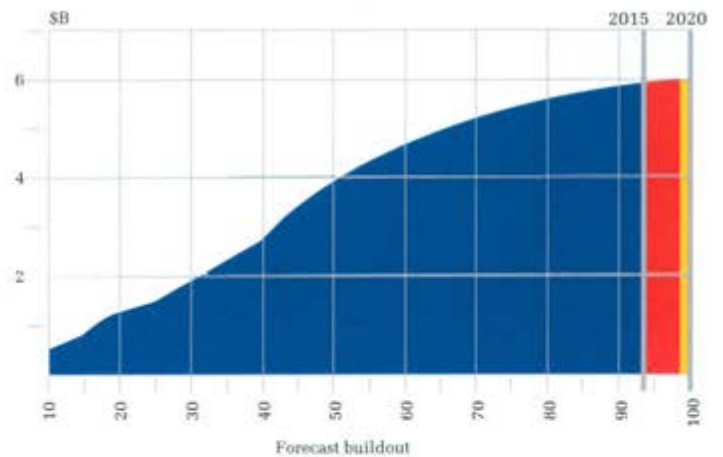
MAB \$900 M
Stadium \$460 M
Stadium Precinct \$270 M
Mirvac \$1 B
South West Precinct \$200 M
Victoria Harbour \$1.5 B
Seven Network \$150 M
Batmans Hill \$1.1 B
Comtechport \$450 M

FORECAST DEVELOPMENT STATUS AT 2008



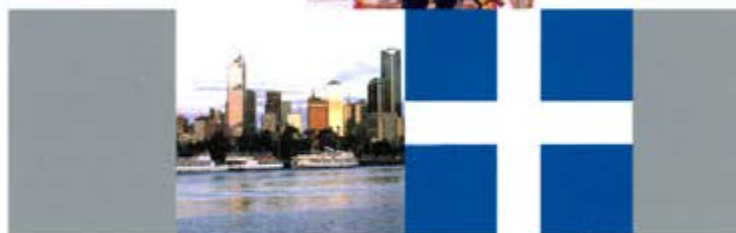
DEVELOPMENT POTENTIAL
CONTRACTED WORKS TO BE COMMENCED
UNDER CONSTRUCTION, COMMITTED OR COMPLETED

FORECAST DEVELOPMENT STATUS AT 2015



DEVELOPMENT POTENTIAL
CONTRACTED WORKS TO BE COMMENCED
UNDER CONSTRUCTION, COMMITTED OR COMPLETED

MARKET OUTLOOK



The fundamental approach to ensure that Melbourne Docklands is successful is to base it on market demand. Jones Lang LaSalle carried out extensive market research on behalf of the Docklands Authority in 1995. This research is regularly updated.

From the research it was concluded that, by allocating a realistic proportion of regional demand, the Docklands area could achieve first generation development over the whole of its area in a period of 10 to 12 years.

The mix of uses in Docklands represented by bids to date indicate the likely breakdown of uses to be:

Docklands Authority commissions research into comparative take-up projections over the next 25 years in Melbourne's inner central area and Docklands for residential, commercial, office, hotel, retail, and other property development. The charts are broadly indicative of the overall level of possible sales.

The Docklands take-up projections are based on developer submissions and include high and low growth scenarios. The following projections are mid points of growth scenario.

RESIDENTIAL (number of apartments)

Total inner central Melbourne and Docklands demand (including obsolescence) over 25 years **99,000 apartments**

Docklands projected demand **7,200 apartments**

Docklands proportion of the overall demand is **7%**

RETAIL (square metres)

Total inner central Melbourne and Docklands demand (including obsolescence) over 25 years **770,000 m²**

Docklands projected demand **77,600 m²**

Docklands proportion of the overall demand is **10%**

HOTEL (rooms)

Total inner central Melbourne and Docklands demand (including obsolescence) over 25 years **14,470 rooms**

Docklands projected demand **1960 rooms**

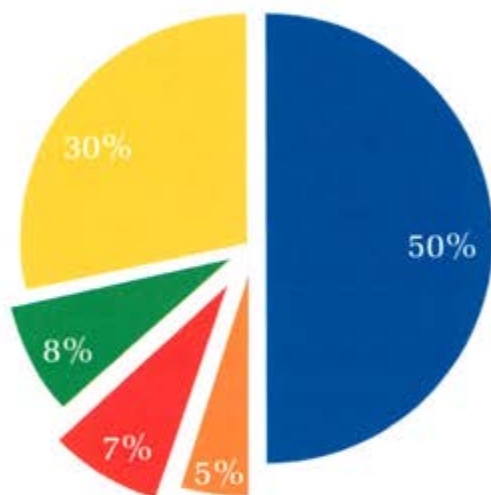
Docklands proportion of the overall demand is **13.5%**

HI TECH COMMERCIAL (square metres)

Total inner central Melbourne and Docklands demand (including obsolescence) over 25 years **2,590,000 m²**

Docklands projected demand **456,000 m²**

Docklands proportion of the overall demand is **18%**

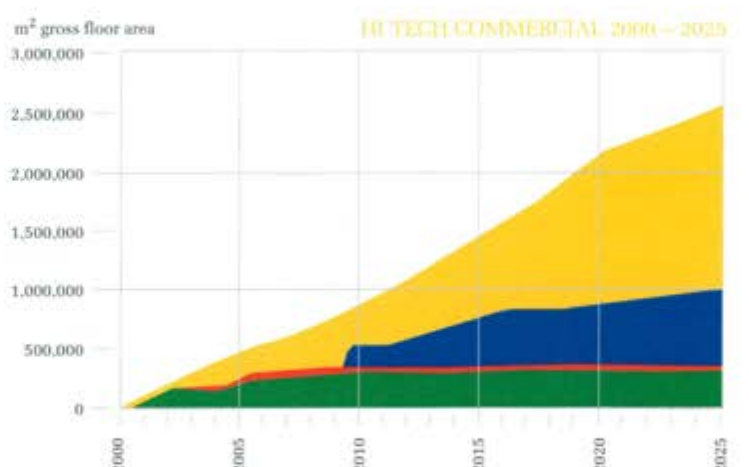
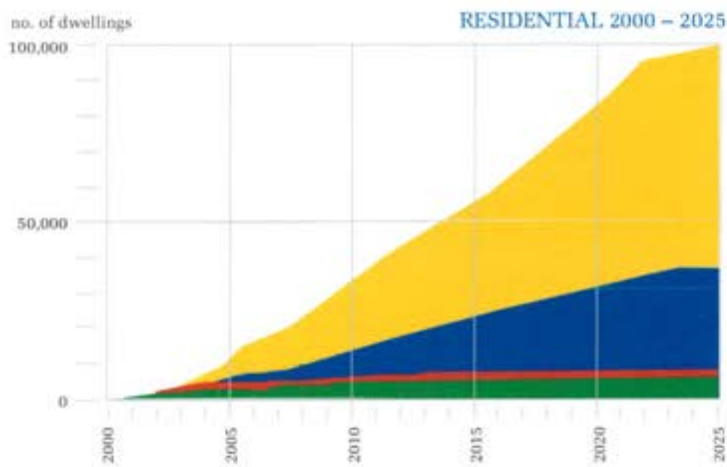


■ RESIDENTIAL ■ HOTEL ■ RETAIL ■ HI TECH COMMERCIAL ■ OTHER (ENTERTAINMENT AND LEISURE ETC.)





PROPERTY MARKET FORECAST TO 2025 – DOCKLANDS AS A PROPORTION OF INNER MELBOURNE DEVELOPMENT



INNER MELBOURNE

INNER MELBOURNE NEW

DOCKLANDS (HIGH)

DOCKLANDS (LOW)

Source – JLL Advisory, August 2000



To the clans of the Koori Kulin Nation, including the Wurundjeri and Bunerong people who were native to the Yarra mouth, the Docklands area was teeming with water plants and bird life. This was the marshland that Batman and Fawkner observed when they settled north of falls in the Yarra River in 1835. It was left void by surveyors Russell and Hoddle when they drew the grids of Melbourne in 1837.

Slaughter yards, rendering plants and tanneries, wool washing, bone grinding, and soap and candle making kept residential development well away. The exception to this was the depression years when a shanty settlement, Dudley Flats was established at the western edge of Docklands on the banks of the Moonee Ponds Creek.

In 1880, Coode Canal was cut south of the original course of the Yarra River, straightening the lower reaches to improve river traffic flow. In 1893 Victoria Dock was opened. A combination of these two engineering feats, and the expansion of the Spencer Street railway terminus, made the Docklands area one of Australia's most prominent industrial and transport hubs.

During the latter part of the 20th Century, road freight transport became more dominant at the expense of rail, and containerisation replaced traditional shipping methods. Port activity in Melbourne moved from Docklands further downstream to Swanson, Webb and Appleton Docks. Victoria Dock and much of the Spencer Street Rail Yards became progressively under-utilised. Like many other port cities throughout the world Melbourne Docklands became a prime area for redevelopment.

Speculation about redeveloping Docklands first began in the 1970's and continued well into the 1990's. During this time the only thing that seemed to grow was the public's cynicism about Docklands. Ideas for Docklands such as a location for the Casino, Grand Prix track and an Olympic Village were all mooted but failed to eventuate. It was not until the go ahead was given to build Docklands (Colonial) Stadium in 1997 that the public started to believe that Docklands would be redeveloped as a new precinct of Melbourne.

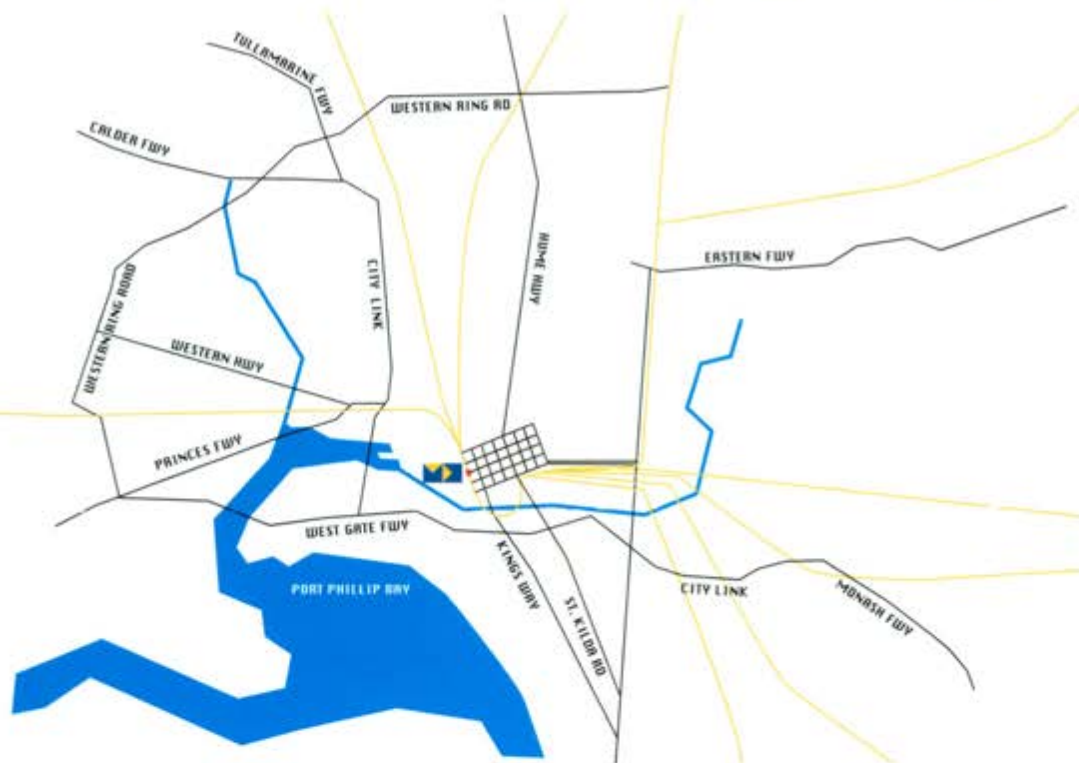
The importance of sites of historic significance is being recognised in the development of Docklands with innovative adaption for reuse of the most important heritage structures being actively pursued, such as Railway Goods Shed No. 2 Batman's Hill and Sheds 9 & 14 Central Pier.





ACCESS TO DOCKLANDS

TRAM TRAIN ROAD WATER



BY ROAD

LaTrobe Street now extends westward over the Spencer Street Rail Yards. LaTrobe Street is a key new inner city route for cars, trams and pedestrians, linking into the heart of Docklands and Harbour Esplanade. A new State Highway, Wurundjeri Way, connects the upgraded Flinders and Dudley Streets and makes it possible to remove traffic congestion, noise and disruption along Harbour Esplanade.

A key element of the future development of the Batman's Hill precinct includes the extension of Collins Street over Spencer Street Station, to link with Harbour Esplanade.

CityLink's western section connects directly with Docklands via interchanges at Montague Street and Footscray Road, with short travel times to much of the metropolitan area – and direct links to Victoria's regional areas.

BY TRAIN

Bourke Street Bridge provides rail commuters with direct access to Spencer Street Station, connecting to six suburban and two country platforms via escalators, stairs and lifts. Spencer Street Station is part of the City Loop. Depending on the time of day, Spencer Street Station can be accessed either through the City Loop from Richmond or Jolimont, or via Flinders Street or North Melbourne Stations. Special public transport services are available on event days.

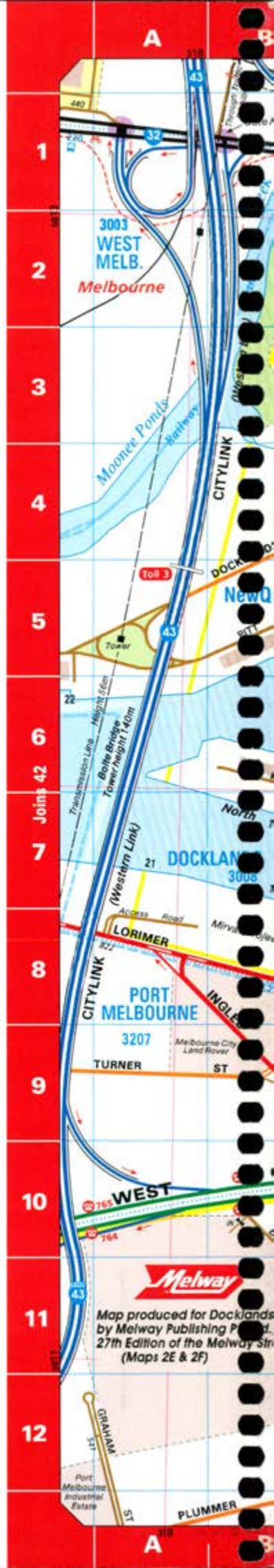
TRAM

Trams routes already extend down LaTrobe Street over the new bridge, and in the future, will go past Colonial Stadium along Harbour Esplanade, and back into the city along Flinders Street and/or Collins Street.

City trams using Bourke, LaTrobe, Collins and Flinders Streets, (including the free City Circle tram), will provide easy access to Colonial Stadium and Docklands. Passengers disembark at Spencer Street and walk across the bridges. On AFL match days and for concert and sporting events, special tram services will operate along LaTrobe Street via Spencer Street and terminate on the new LaTrobe Street Bridge, adjacent to Stadium entrance Gate 6.

MAJOR PEDESTRIAN LINKS

The Bourke Street Bridge is the main pedestrian access to Colonial Stadium and Docklands providing direct access – via stairs, escalators and lifts – to suburban and country train platforms at Spencer Street Station which is just a few minutes walk from Colonial Stadium. Spencer Street Station's Little Collins Street pedestrian subway has also been extended into the Batman's Hill precinct, with immediate access to Colonial Stadium for rail commuters.



Infrastructure Library



PEDESTRIAN AND CYCLIST CIRCULATION

Designated pedestrian and cycle routes are planned to serve the needs of a pedestrian-friendly urban community. As part of the pedestrian program, Footscray Road is being transformed into Harbour Esplanade – a major waterfront civic spine, incorporating segregated pedestrian, cycle and vehicular / tram circulation. Continuous pedestrian and cycle paths will be provided along the north bank of the Yarra River, connecting Batman Park to North Wharf and Victoria Harbour.

WATER ACCESS

It is proposed that Williamstown, Southbank, the Maribyrnong River, St Kilda, Port Melbourne and Federation Square/Riverside Park are all linked to Docklands by ferry services. Already on-demand water taxis operate to Victoria Harbour, adjacent to Colonial Stadium and to a restaurant in the MAB NewQuay development. Private boat owners can book berths for long or short term stays in Melbourne Docklands.

CAR PARKING

There is ample car parking for visitors to Colonial Stadium, the Docklands waterfront and all parts of Docklands. Colonial Stadium has undercover parking for 2,500 cars. A further 4,000 spaces are available in the precincts immediately adjacent to Colonial Stadium. In the western end of the CBD some 12,000 spaces are generally available for casual hire, just a short walk across the new bridges. The CBD has a total of 42,000 public off-street parking spaces and 9,200 on-street metered spaces – all just a short tram ride or walk from Docklands and Colonial Stadium.

TAXIS

Taxi ranks for Colonial Stadium are located on the south-side of LaTrobe Street and the south-side of Bourke Street, near Spencer Street. Other ranks will be included in the precincts as they are developed.

PEDESTRIAN DROP-OFF POINTS

The drop-off points for Colonial Stadium are on Spencer Street, outside the coach and bus terminal, and on Bourke Street west, off Harbour Esplanade. Patrons then have an easy walk up stairs to the Stadium concourse. For people with limited mobility, ramps and lifts are available.

REGIONAL CYCLE ROUTES

As part of a comprehensive bicycle strategy, cycle paths will run through Docklands, including an extension of the Yarra River trail under Charles Grimes Bridge to the Yarra's Edge development, and along Harbour Esplanade. Cyclists can secure their bikes at racks on the Colonial Stadium concourse and elsewhere.

BUSES

Bus routes to Spencer Street Station have been extended. Services from Melbourne's eastern suburbs terminate at Queen Street, where tram services will provide transfer to key destinations in Docklands. Many interstate and Victorian regional bus services terminate at Spencer Street Station. The other major interstate depot is in Franklin Street, a short tram trip down LaTrobe Street to Colonial Stadium and Docklands.




THE PRECINCTS



PRECINCTS

Covering 220 hectares of land and water, Docklands encompasses a diversity of land uses and activities ranging from residential to retail, from technology to leisure, from offices to entertainment. Development is being strategically staged so that each precinct will complement its neighbour, as well as the project in its entirety, ensuring Docklands offers something for everyone.

-  Colonial Stadium
-  Stadium Precinct
-  Mirvac Yarra's Edge
-  MAB NewQuay
-  Victoria Harbour
-  Batman's Hill
-  Comtechport
-  North West Precinct
-  Spencer Street Station
-  Areas completed and work in progress

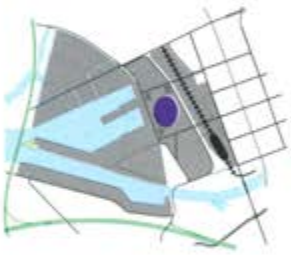




▲ Aerial view of Docklands and Melbourne CBD looking east

STADIUM PRECINCT - COLONIAL STADIUM

► Aerial view of Colonial Stadium & Victoria Harbour looking west



In October 1997, Stadium Operations Limited (SOL) began construction of the 53,300 seat high-tech, multi-purpose sports and entertainment stadium. Colonial Stadium was subsequently opened in March 2000.

Situated at the western edge of the central business district, Colonial Stadium is impeccably serviced by public transport, providing Victorians with the full range of tram, train, bus and vehicle transport options.

By November 2000, over 1.8 million people had visited the Stadium for 57 events – 50 AFL matches in a season and a wide range of other sports and entertainment, including a Barbra Streisand concert, Ultimate Rock Symphony, Australia vs South Africa Rugby Union International, Australia vs South Africa Super Challenge 2000 One Day Cricket Matches, World Reconciliation Day Concert with Nelson Mandela and a performance by Latin heart throb Ricky Martin. It is expected that the Stadium will eventually host 120 events a year.

STATE-OF-THE-ART STADIUM AT A GLANCE

- Seating capacity of 53,300 in addition to corporate suites and function rooms
- Arena can be set for audiences ranging from 20,000 to 70,000
- Extendible seating on the lower tier allows re-configuration for a variety of field sports and stage events
- Retractable roof, but when the roof is open, 98% of patrons are protected by the fixed roofline
- Function venues can be adapted to cater for functions of 40 to 2000 guests, with bookings available by phoning Colonial Stadium on 03 8625 7700
- LiveWire located at the Bourke Street entrance of Colonial Stadium is open 7 days a week, featuring a restaurant – Nosh, a café – The Kitchen, a nightclub – Sirens, a sports bar – Vic Bar and a band venue – The Locker Room
- Advanced acoustic design
- Colonial Stadium is the home ground for three AFL clubs – Essendon, Western Bulldogs and St Kilda and hosts home matches for other AFL clubs
- Memberships – Colonial Stadium has two exclusive Stadium memberships. Medallion Club – 1300 650 325 and Axxess One 1300 362 188
- Tours of Colonial Stadium operate daily for bookings phone 03 8625 7700 or visit www.colonialstadium.com.au or www.docklands.com.au
- For the latest events at Colonial Stadium visit www.docklands.com.au
- All ticket bookings through Ticketmaster phone 13 12 77 or www.ticketmaster.com.au

Colonial. STADIUM

Stadium owner/ Operators
Stadium Operations Limited

Architects
Daryl Jackson/Bligh Lobb
Sports Architecture

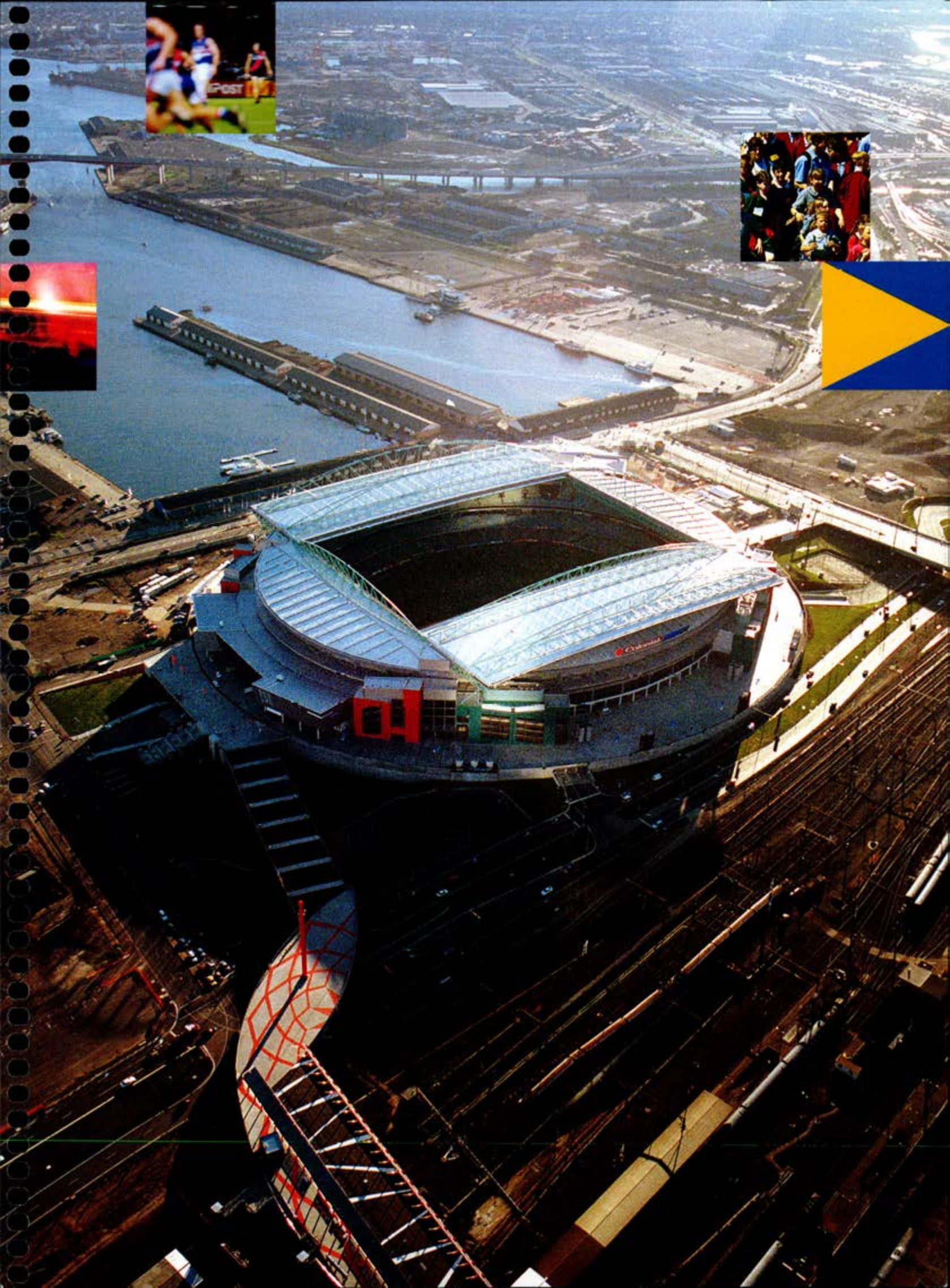
Engineers
Connell Wagner and Modus

Builders
Boulderstone Hornibrook

COLONIAL STADIUM HOSTS

- AFL Home and Away and Finals matches (50 games in the 2000 season)
- One Day Cricket Internationals
- Rugby Union Internationals
- Melbourne Storm Rugby League (2001)
- Major Concerts
- Special Events such as RMIT University Graduation Ceremony and The Great Jubilee Mass for Schools





STADIUM PRECINCT - COLONIAL STADIUM



► MAIN PHOTO

Western facade of Colonial Stadium at night

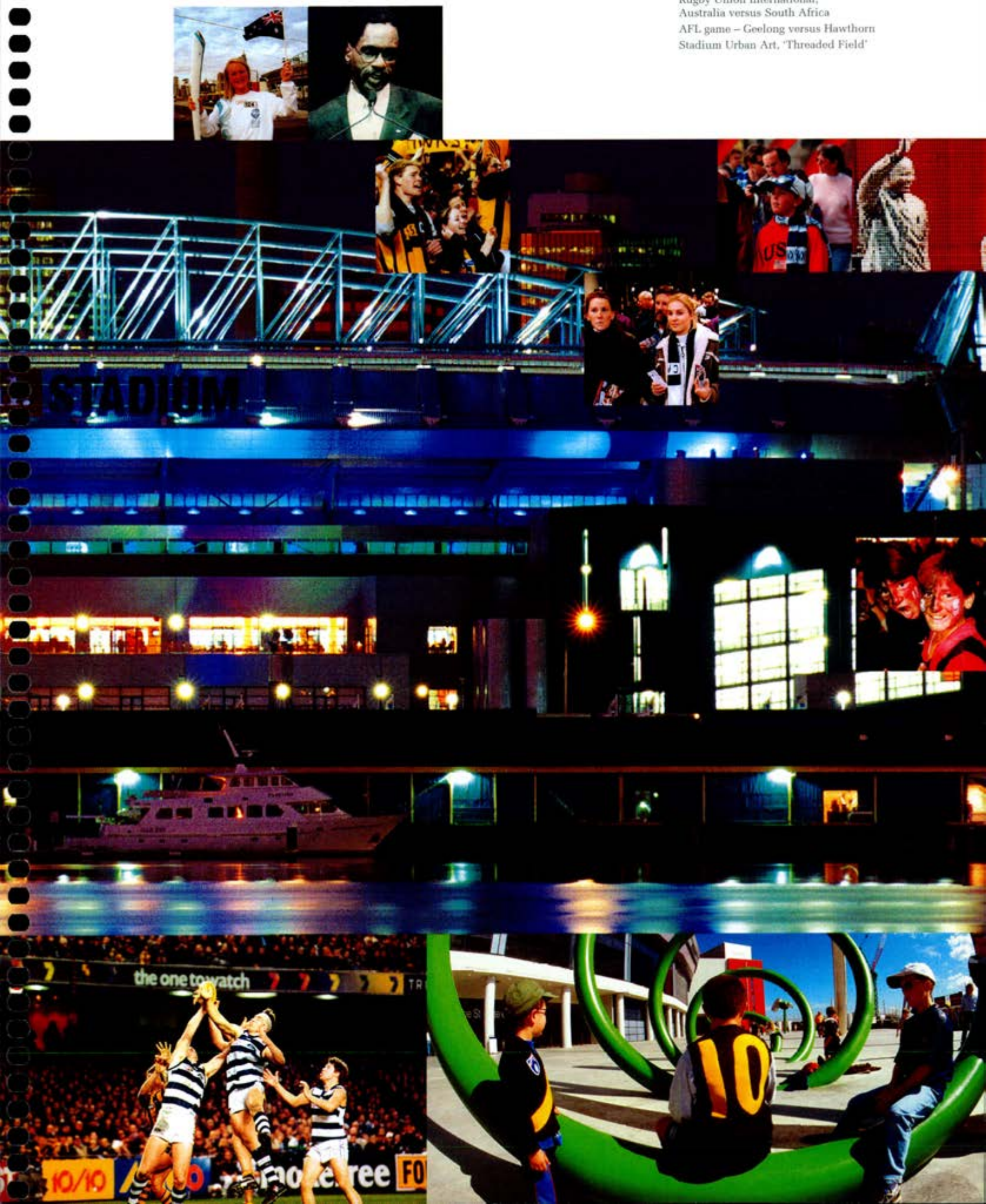
BOTTOM LEFT – RIGHT

First AFL game

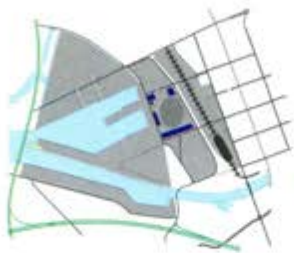
Rugby Union International,
Australia versus South Africa

AFL game – Geelong versus Hawthorn

Stadium Urban Art, "Threaded Field"



STADIUM PRECINCT



- SEVEN NETWORK
- DOCKLANDS GATEWAY
- SOUTHERN STADIUM
- NORTH EAST STADIUM
- AFL OFFICES



SEVEN BROADCAST CENTRE

Seven Network's new Melbourne Headquarters and Digital Broadcast Centre is located on the corner of Harbour Esplanade and LaTrobe Street. The facility includes two digital studios with public viewing, connections to Colonial Stadium, back-of-house production facilities and set storage. Seven commenced construction in October 1999 with commissioning to coincide with Digital Broadcast commencement in Australia in 2001.

Developer Seven Network

Architect Buchan Group

Builder Baulderstone Hornibrook

DOCKLANDS GATEWAY

Two striking commercial office towers, Docklands Gateway Waterfront Tower and Docklands Gateway Stadium Tower will in combination offer 40,000 square metres of prestige accommodation overlooking Victoria Harbour. With on site parking and supporting retail space, the project is expected to appeal to a variety of tenants seeking water views, easy public and private transport access and exposure to city - airport bound traffic.

Located on the corner of Harbour Esplanade and LaTrobe Street and with Colonial Stadium and Seven-Broadcast Centre as neighbours, Docklands Gateway construction is planned for 2001 with tenancies available 2002.

Developer

Baulderstone Hornibrook Projects

Builder Baulderstone Hornibrook

Architect Buchan Group

Leasing Agents Colliers Jardine

SOUTHERN STADIUM PRECINCT

Docklands Authority is currently considering a proposal by Baulderstone Hornibrook Projects for the development of a variety of residential, sports, entertainment, leisure, hotel, restaurant and retailing facilities around the southern area of the Stadium Precinct fronting the new Bourke Street extension.

Developer

Baulderstone Hornibrook Projects

Builder

Baulderstone Hornibrook

Architects

Buchan Group

Thomson Adsett

NORTH EAST STADIUM PRECINCT

The North East Stadium site is approximately 0.7 hectare in area and represents a key opportunity to complete the urban framework for the Stadium Precinct. The site has a high degree of visibility from the LaTrobe Street Bridge and will play a major role in defining the connection from LaTrobe Street to the Stadium. Bidders have been encouraged to take a mixed-use approach, including recreation/leisure, cafes/restaurants, retail, offices and hotels.

AFL OFFICES

The AFL headquarters and offices at the western (waterfront) side of Colonial Stadium are the first new commercial tenancies in Docklands.

▶ MAIN PHOTO

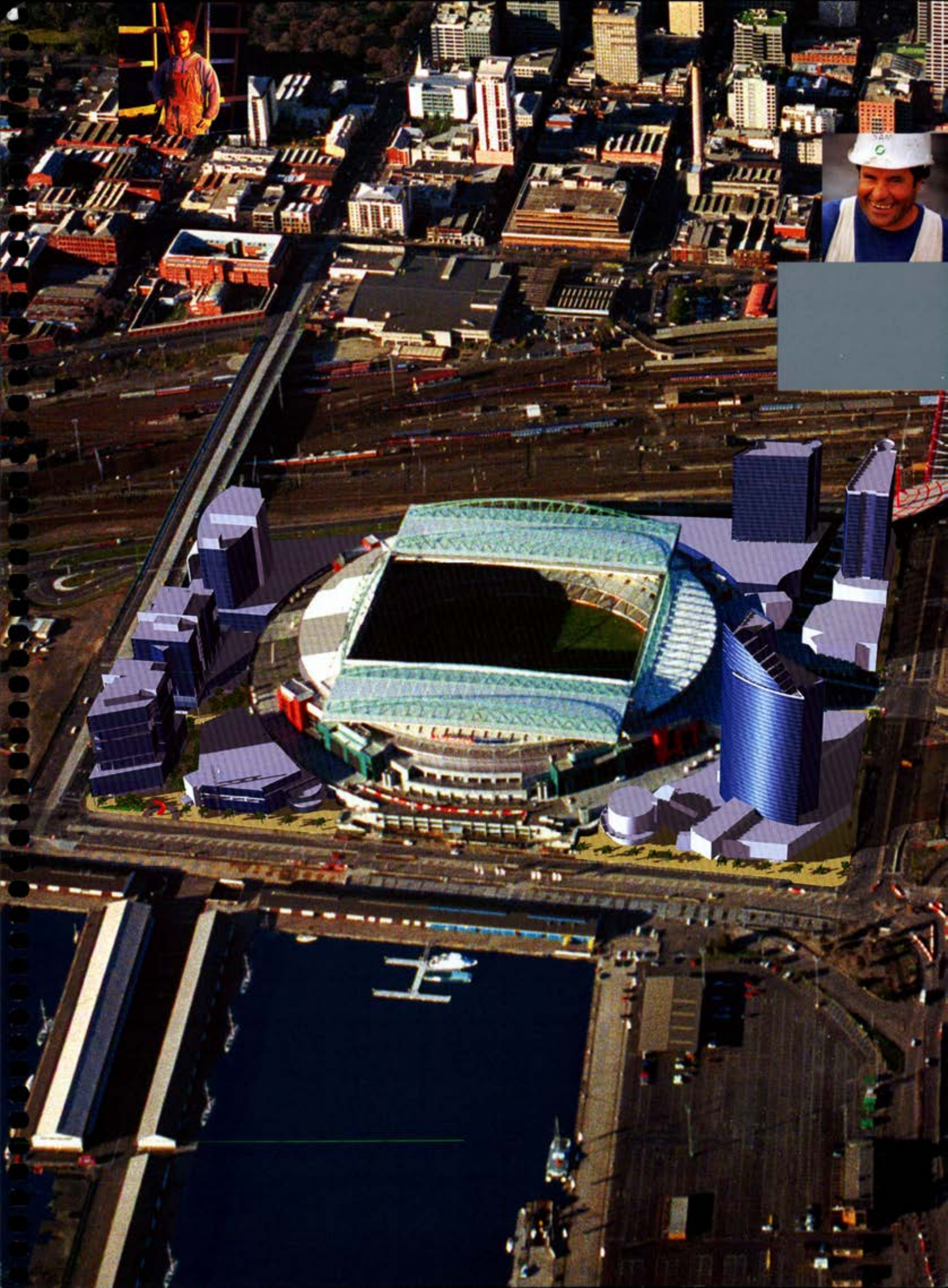
Vision of completed Stadium Precinct looking south-east

▶ BELOW LEFT - RIGHT

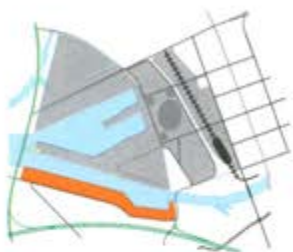
Vision of completed Stadium Precinct looking east

Vision of Docklands Gateway





MIRVAC YARRA'S EDGE



The Mirvac Yarra's Edge precinct is not only one of the residential jewels of Docklands but also forms the natural extension of the Southbank/Crown precinct.

In December 1997, Docklands Authority announced Mirvac Group as the successful bidder for the \$1 billion development of the 14.5 hectares on the south bank of the Yarra River.

This 2000 apartment, north facing residential precinct overlooking the Yarra and the CBD will feature a diverse mix of waterfront apartments, restaurants, shops, marinas, water taxis and ferry facilities along a superb 1.5 kilometre Yarra River public promenade. Yarra's Edge is planned to also include four public parks and a pedestrian and cycle link over the Webb Dock Rail Bridge.

In December 1999, Mirvac released its first apartment building to the market and sold out within a week. No. 1 Yarra's Edge, the 31 level residential tower contains 175 apartments, recreation centre, café and mixed use spaces. Mirvac has subsequently released a further 2 stages comprising another 3 towers.

Construction of the first stage of the Mirvac development commenced mid-2000 and is due for completion mid-2002. It includes an extensive landscaped public waterfront promenade.

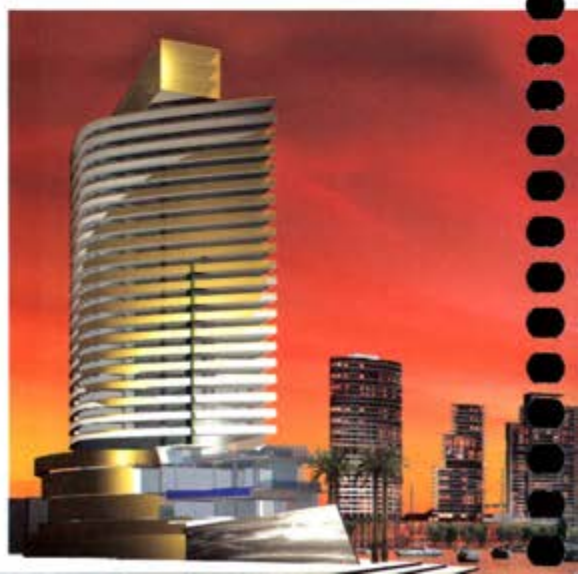
The overall Yarra's Edge development is planned to include:

- an urban precinct of approximately 2,000 dwellings overlooking the Yarra River, with a 200 berth marina
- approximately 5,000 square metres of mixed use development
- 1.5 kilometres of public promenade along the Yarra River and an active waterfront which includes provision for river ferries and other craft
- four public parks at key locations between the marina and the Bolte Bridge
- a pedestrian and cycle link using the former Webb Dock Rail Bridge, the design of which will involve artists to create a very exciting extension to the Harbour Esplanade experience

Yarra's Edge will bring a new style of inner city living to Melbourne. It includes the exclusive RekDek - three storeys of third millennium equipment and facilities including high-tech gymnasium, 25 metre pool, spa, sauna and café all encased in swooping azure glass walls. Mirvac, the creators of Beacon Cove at Port Melbourne, look forward to bringing Melbourne its latest waterfront residential precinct. For further details visit the Yarra's Edge waterfront display suite open 12 - 5pm daily at the corner of Lorimer and Hartley Streets or contact Mirvac on (03) 9645 9400 all hours or visit www.docklands.com.au.



Developer Mirvac
Architect HPA Architects
Builder Mirvac
Sales Agent Mirvac



► CLOCKWISE

Construction of the first Tower at Yarra's Edge

Vision of marina, promenade & Towers 1 - 4 at Yarra's Edge

Vision of Tower 1 looking west at Yarra's Edge



MAB DOCKLANDS NEWQUAY



► CLOCKWISE

Vision of completed NewQuay development

Boat moored at NewQuay

Construction of 'The Arkley' residential tower at NewQuay

Artists' impression of NewQuay Promenade

MAB Corporation Managing Director, Andrew Buxton with Premier Steve Bracks and Ministers at the NewQuay Display Suite



Construction of MAB's NewQuay project commenced in April 2000 and will be completed by 2010. It will incorporate 1800 apartments, as well as an exciting array of shops and restaurants lining the promenade along Victoria Harbour. There will also be 100,000 square metres of high tech commercial space, 320 hotel/serviced apartment rooms and a 200-berth marina. The precinct will have a strong artistic flavour with a Contemporary Australian Art Gallery right on Victoria Harbour along with urban art, sculpture and water features throughout.

MAB completely sold the first apartment building of its \$900 million development within days of release in late 1999. This building, called "The Arkley", will incorporate 176 waterside apartments over 22 levels. Residents will enjoy the use of an outdoor pool, barbecue area, members lounge and function rooms on the podium level. International construction giant Bovis Lend Lease commenced construction of The Arkley in May 2000.

MAB has also successfully released and commenced construction of a further three residential apartment buildings.

The first waterfront restaurant at Docklands is now open on the ground floor of the NewQuay display suite. Named 'Dock at NewQuay', the restaurant is operated by premier Melbourne caterers, Tim Hollands Catering. The restaurant is open for lunch from 11-4pm Wednesday to Sunday and for private evening functions. For more information or bookings phone (03) 9348 9458.

The NewQuay display suite is situated right on the Victoria Harbour waterfront. Access is from Docklands Drive (formerly Dudley Street) near the corner of Harbour Esplanade (formerly Footscray Road). Visit daily between 12-5pm or phone (03) 9329 9988 for more information or visit www.docklands.com.au.

MAB

NewQuay

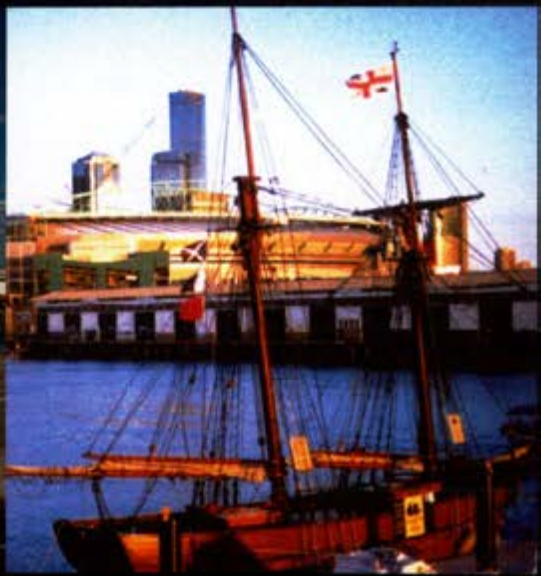
Developer MAB Docklands

Architects

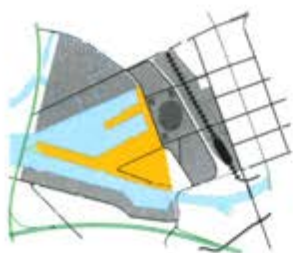
Nation Fender Katsalidis/Synman
Justin Bialek, B+N Retail

Builder Stage 1, Bovis Lend Lease





VICTORIA HARBOUR



The Victoria Harbour Precinct is the centrepiece of Melbourne Docklands, and will be one of the largest and most visionary urban development projects in Australia.

Victoria Harbour is the "blue park" of Docklands and is bound by the Yarra River and Harbour Esplanade.

With over 3.5 kilometres of waterfront, the precinct offers over half of the waterfront available within Melbourne Docklands and is arguably the most exciting waterfront development opportunity in Australia.

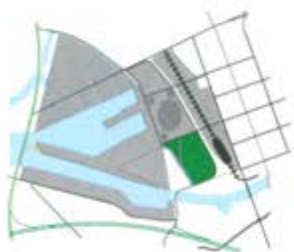
In March 2000, the Docklands Authority received expressions of interest from 22 local, national and international developer consortia.

Victoria Harbour offers a unique opportunity to extend Collins and Bourke Streets to the waterfront. A mix of uses is envisaged including retail and entertainment, hotel, residential, cultural, commercial, high-tech business and other developments encircled by the harbour's 3.5 kilometres of public waterfront promenade.

It is proposed that Victoria Harbour will represent one of the largest contributions to public open space in inner Melbourne since the 19th century. Victoria Harbour has 3 key elements Harbour Esplanade, Grand Plaza and Docklands Park which combined have the potential to make Victoria Harbour the social and civic heart of Melbourne Docklands.



BATMAN'S HILL



► CLOCKWISE

Vision of Batman's Hill precinct with Collins Street Bridge and former West Melbourne Gasworks remediation project in foreground, Historic Rail Goods Shed No. 2
Interior of the historic Rail Goods Shed No. 2 in Batman's Hill precinct



In March 2000 the Docklands Authority received expressions of interest from 19 local, national and international developer consortia. The 10-hectare Batman's Hill precinct is a strategically located area between the Melbourne CBD and Docklands waterfront.

The Batman's Hill precinct and the neighbouring Victoria Harbour waterfront will be linked to the Melbourne CBD via a bridge extending Collins Street on the southern edge of Spencer Street Station.

Batman's Hill has been offered as a whole, or as smaller parcels, providing a wider range of developers with the opportunity to apply their resources and creativity in Docklands.

The area is ideally suited for a range of uses including commercial offices, retail, apartments, leisure, hospitality and cultural attractions.

The Batman's Hill precinct is a pivotal location within Melbourne Docklands. The precinct is bound by the western edge of the CBD, Spencer Street Station, the Yarra River and Flinders Street (Convention Centre/Trade Centre), Colonial Stadium and Old Footscray Road.





COMMONWEALTH TECHNOLOGY PORT (COMTECHPORT)



Commonwealth Technology Port (Comtechport) is a private sector development zone where technology based companies and research/educational institutions can commercialise their ideas aided by the most advanced telecommunications infrastructure available.

The Commonwealth Government has committed \$22.5 million seed capital from the Federation Fund to the project. 22 technology enterprises have registered an interest as tenants, shareholders or partners in the project and have formed a User Group to advise Docklands Authority and developers on the successful design and development of Comtechport.

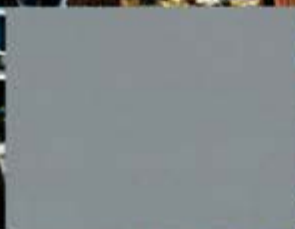
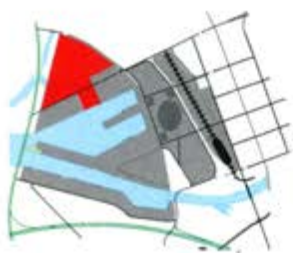
The proposed Comtechport will be a purpose-built facility to be developed in stages in response to market demand. It is anticipated Stage 1 will comprise at least 20,000 square metres of commercial space. The first tenancies should be available for occupancy in the latter half of 2002.

The design of Comtechport intends to foster interaction between the resident parties and create a commercially viable environment that will attract major corporations, research and educational institutions, small/modium enterprises and technology based start-up businesses. The interaction of these organisations will in turn be a major step towards establishing Docklands as an 'iPort', gaining international recognition for Melbourne as a 'High Tech World City'.





NORTH WEST PRECINCT



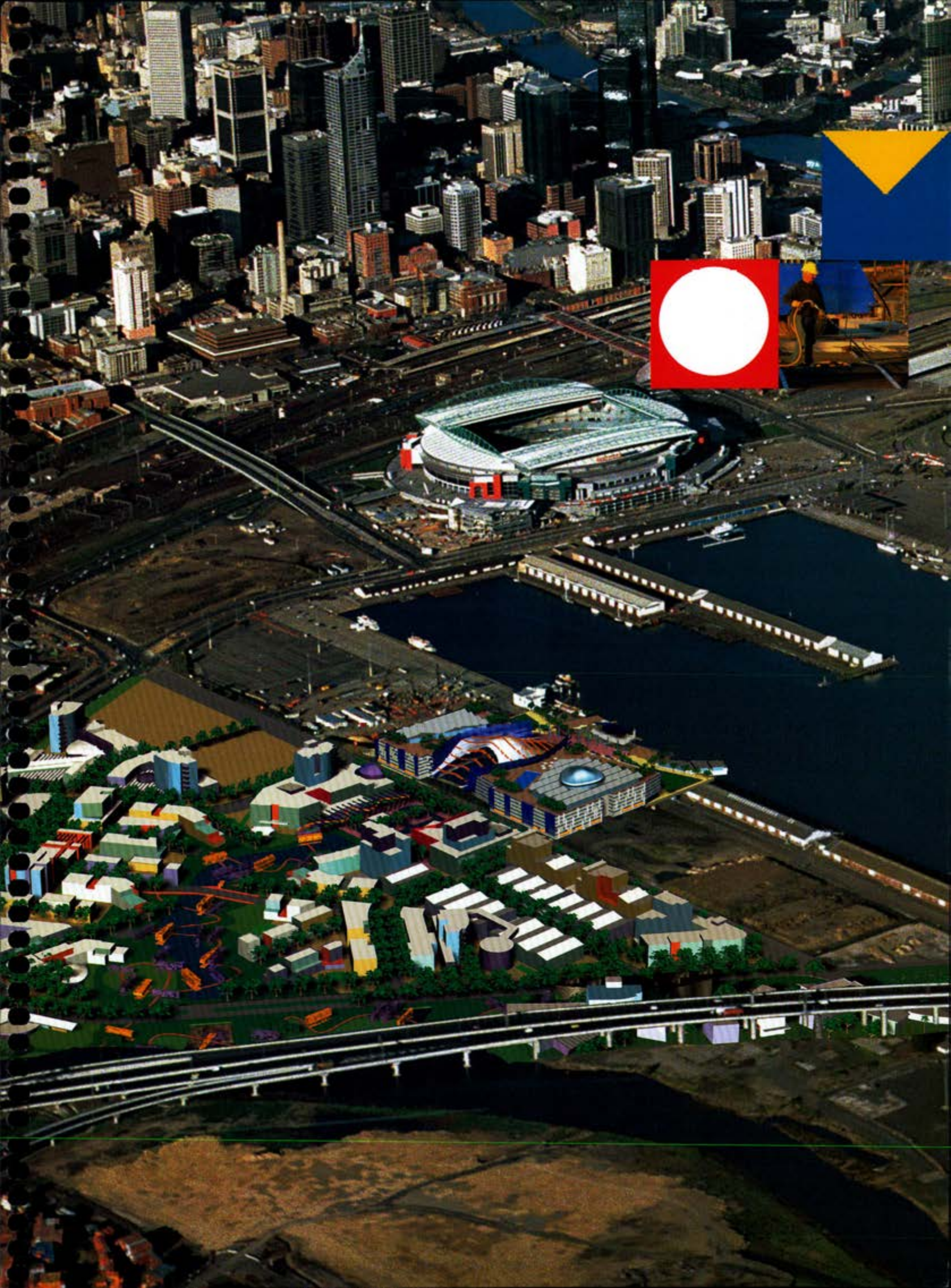
North West precinct was the site for the former Studio City proposal that included a movie-based theme park, film and television studio complex and a waterfront entertainment retail precinct. Following an unsuccessful financial float of the Studio City project, Docklands Authority terminated its Conditional Development Agreement with the developer in June 2000.

The 22 hectare North West precinct offers more than three hectares of prime waterfront land on Victoria Harbour and a further 19 hectares – bound by Footscray Road, City Link / Moonee Ponds Creek and Docklands Drive (formerly Dudley Street).

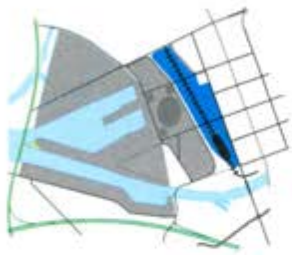
Development in North West Precinct will complement the rest of Docklands and inner Melbourne. Possible uses for North West Precinct may include one or more of the following:

- Family-focused entertainment and retail precinct
- Technology-focussed business park, which would complement Comtechport,
- Film and TV Studios





SPENCER STREET STATION



The State Government has recently announced its intention to develop Spencer Street Station Precinct as an important gateway to the west end of the CBD and Docklands. A major focus will be the redevelopment of the Spencer Street Station as a major transport interchange, with complementary commercial opportunities.

The first stage of this exciting initiative announced by the Premier, Steve Bracks in the year 2000 is the appointment of the Spencer Street Station Authority to oversee the ongoing management and redevelopment of the Station.

The Spencer Street Station precinct represents the strip of land to the west of Spencer Street, extending from Dudley Street in the north, to Flinders Street in the south, with the Batman's Hill precinct, Colonial Stadium and Comtechport precinct to the west.

The redevelopment of Spencer Street Station will enhance the linkages from the west end of the CBD into Docklands.

Until the current and future transport needs of the station are examined and understood, the design of the proposed Spencer Street Station interchange cannot be established. Planning works are currently underway to optimise the various transport components, and assess the extent of the commercial opportunities for the development.

It is anticipated that the proposed development could include commercial activities such as retail, hotel accommodation and offices, and also residential.

► Spencer Street Railyards and Docklands

▼ Minister for Transport Peter Batchelor MP & Spencer Street Station Authority Board Members





DOCKLANDS - MELBOURNE'S NEW EVENTS PRECINCT



A key element of Docklands Authority's events strategy is to attract top quality performing arts and events to the area, capturing the imagination of Victorians and visitors alike. The encouragement of this activity will set the scene for Docklands to become a leader in contemporary cultural activity and an arts destination.

Performing arts and events will also help promote Docklands as an exciting place in which to live, work and visit. The planned program of special events has the unique advantage of a whole series of unusual locations and spaces as venues. Street festivals, performers and artists are among those expected to take advantage of such locations.

The creation of a commercial and events precinct has been proposed for the surrounds of Victoria Harbour which will incorporate weekend markets, special events and water activities. Already a series of high profile events have set the scene. They have included Melbourne Fashion Festival events, 'The World's Longest Lunch', 'Around the World in 80 Dishes', the opera 'Orlando' staged by Opera Australia, a half marathon, and water events such as the Boating Industry Association's 'Summer Boat Show'.

Under the Docklands preferred charity program, a number of worthy Victorian causes will benefit from a wide range of events staged in special venues and on the waters of Victoria Harbour.

DOCKLANDS EVENTS

- 'Around the World in 80 Dishes'
- Opera Australia's 'Orlando'
- Melbourne Food and Wine Festival's 'The World's Longest Lunch'
- Melbourne to Osaka Yacht Race
- Melbourne Fashion Festival Parades
- Boating Industry Association 'Summer Boat Show'
- Future Entertainment and Hardware Corporation Dance Parties including 'Gatecrasher', 'Two Tribes' and 'Perfecto'
- Foundation Dance Parties
- Runner's World 'Half On The Harbour' Half Marathon
- Melbourne Fringe Festival Fringe Architecture Exhibition
- The Women's Circus 'Women and Water'
- St Martin's Youth Theatre 'Orb IT'
- The Summer 'Xtreme Games'
- New Year's Eve in Docklands 'Welcome 2000' and 'Welcome 2001'



▲ New Year's Day, Welcome 2000



▲ Around the World in 80 Dishes 1999

▲ National Institute of Circus Arts students at Docklands

▲ Around the World in 80 Dishes 2000



The Docklands integrated public art program presents an extraordinary opportunity to ensure the natural beauty of an urban environment is complemented by similarly striking and well integrated art works. All developers are required to contribute 1% of the total development cost of their precinct for the commissioning of integrated public art. Artists will be actively involved in the design process from an early stage.

Artist Peter McNeill Stitt and sculptor Simon Perry have completed two major commissions in the Stadium precinct. Stitt has created a spectacular interactive lighting installation at Colonial Stadium entitled 'Vox Lumiere'. It consists of a band of light, which encircles the entire exterior of the structure, with a superimposed design activated by crowd noise from within the Stadium. The lighting changes in response to sound electronically detected within the Stadium. Effects range from dappled watery reflections during quiet times to a tidal flow of colour and pattern that courses around the Stadium – like a Mexican wave when the crowd roars. The light work is the first of its kind in Australia and will transform the Stadium exterior during night-time events, creating a memorable new icon for Melbourne.

Melbourne sculptor Simon Perry completed his work entitled 'Threaded Field' on the concourse at the northern entrance to the Stadium. Perry's work is a large scale sculpture of painted and polished steel in a series of thread like forms appearing as segments, loops and knots stitching together different parts of the concourse and facade linking the various areas. The Stadium, its architecture and its function, as a venue for sport and entertainment, inspired Perry's sculpture.

The third work to be integrated with the Docklands landscape is John Kelly's 'Cow up a Tree'. The thematic connection of this work is water-based. Many years ago, a violent flood swept up herds of cattle in the Gippsland area of Victoria before subsiding and revealing the carcass of a cow stranded at the top of a tree. The five tonnes of bronze, eight metres high – 'Cow up a Tree' creates an intriguing surreal experience. The work will be carefully lit, so that one of the best times to view it will be at night.

The Docklands public art program seeks to encourage the exploration of different forms of public art in a wide range of contemporary public contexts. Artists will be encouraged to respond to particular themes, in particular the strong water focus and maritime heritage of Docklands. A further theme involves the recognition of Docklands public art as being 'of its own time', – that it reflects the technology, aspirations and design ethos of the late 20th century and early 21st century. A further consideration in commissioning art, is the importance of a 24- hour impact given that Docklands will be a lively place during the day and night, with a mix of activities.

- ▲ 'The Little Big Man' by Dean Bowen photo courtesy Australian Galleries
- ▲ 'Cow up a Tree' by John Kelly photo courtesy Niagara Galleries
- ▶ 'Threaded Field' by Simon Perry
- ▼ 'Vox Lumiere' by Peter McNeill Stitt







Docklands Authority has delivered key elements of infrastructure which link Melbourne Docklands with the CBD and adjoining suburbs. This includes the:

- Pedestrian bridge extending Bourke Street into the Docklands – with direct access for pedestrians to Spencer Street Station and the Colonial Stadium concourse
- Bridge extending LaTrobe Street into the Docklands – for all vehicles, trams, cyclists and pedestrians
- Four-lane State Highway waterfront bypass – from Flinders Street to Dudley Street, Wurundjeri Way
- Extension of utility services into Docklands (including conduits to enable the Docklands 'iPort' vision)
- Extension of CBD tram services via LaTrobe Street, Harbour Esplanade and Flinders Street
- Stadium Access Road – connecting Old Footscray Road and the new Bourke Street extension
- Extension of Little Collins Street pedestrian subway for ticketed public transport passengers under Wurundjeri Way and into Batman's Hill Precinct.

ROYAL AUSTRALIAN INSTITUTE OF ARCHITECTS AWARDS 2000

URBAN DESIGN CATEGORY

Award of Merit

Docklands Infrastructure

Wood Marsh Architecture

Builder: Transfield Construction

The Royal Australian Institute of Architects recognised the design commitment of Docklands Authority through an award. The citation reads as follows:

"The Docklands Bridge is the latest in a series of Melbourne's urban infrastructure pieces, which have been lifted from the prosaic to the poetic, from the utilitarian to the aesthetic. An extension of Bourke Street across the rail yards to Colonial Stadium, the bridge offers a set of passages choreographing the journey from the city grid to the Docklands precinct.

At Bourke Street, deep red glass-clad towers (backlit at night and incorporating falling water) mark the entrance. A clever switchback ramp threaded through the towers at the steep stair interrupts the otherwise relentless linear movement pattern. Above the rail yards the long, shallow space of the bridge itself has a powerful effect. Sparsely designed, the space has the feel of a Jeffrey Smart painting with its serried, curved, red ribs topped with light wands, bold highway surface markings and a sense of emptiness when unpopulated. An attenuated Campidoglio marks the western end and the beginnings of a ramp to the Stadium.

The test of the design of a structure like this is whether it performs well, populated or not. The bridge offers one experience when full of vast crowds pouring to or from a Stadium event with all the energy of that occasion, and quite another when empty, encouraging pauses in the crossing to contemplate the city. Both experiences have been enhanced by the design and the Docklands Authority is to be commended for commissioning the architects."





KEY INFRASTRUCTURE WORKS



COLLINS STREET EXTENSION

A new bridge will extend Collins Street from the Central Business District to the waterfront of Docklands.

The new bridge will extend over the Spencer Street Station rail tracks and form a key preliminary stage for the Station's redevelopment as an intermodal transport hub. Construction of the bridge will be completed by early 2003.

Some 300 jobs will be created over the construction period, with more jobs to flow from earlier investment and development of the Batman's Hill precinct.

The Bridge will rise from the intersection with Spencer Street and provide sufficient clearance for the rail tracks. It will then span the new arterial road, Wurundjeri Way, before descending into the Batman's Hill Precinct of Docklands towards the Yarra.

The Collins Street extension will carry trams from the CBD

The bridge will be integrated with the historic Rail Goods Shed No.2 in the Batman's Hill precinct.

The design of the Bridge will incorporate the requirements for Spencer Street Station redevelopment and Batman's Hill Precinct developers.



COLLINS STREET EXTENSION



▶ Batman's Hill precinct with Collins St Bridge super imposed and Melbourne CBD in background

▼ Wurundjeri Way – the new four lane State Highway, waterfront by-pass



MARKETING MELBOURNE DOCKLANDS



THE MELBOURNE DOCKLANDS BRAND

The Melbourne Docklands brand was launched in 1996. The brand equity created is significant and valuable for all stakeholders involved in Docklands.

The design of the mark (logo) for Melbourne Docklands was created with the objective of being timeless, transcending the temporary nature of trends and fashions. The design evolved from the concept of integrating water and sun as the two principal elements of the vision. The arrowheads symbolise the fusion of energy and ideas. The mark represents Melbourne Docklands, the future place, not the Docklands Authority.

It is a requirement of Development Agreements that the Docklands mark is featured in promotional material issued in connection with a developer's Melbourne Docklands project.

CO-OPERATIVE MARKETING

An overall marketing strategy for Melbourne Docklands is a necessary and integral tool for the development's successful promotion.

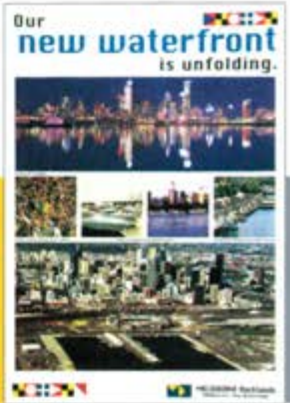
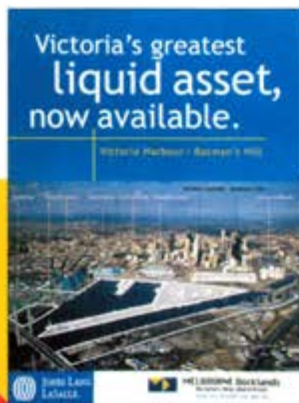
Docklands projects compete with other Melbourne, Victorian, Australian and international projects.

A joint strategic approach to marketing Melbourne Docklands creates value for all participants in Docklands through the realisation of synergies and the pooling of resources through co-operation and commonality. Integration of marketing efforts also provides greater impact and benefit than any one developer can achieve, or afford, in their own right.

All Docklands developers participate in and further develop the co-operative marketing program. Co-operative marketing initiatives include:

- Docklands newspaper inserts
- Events in Docklands such as Open Days and Food and Wine events and the 'Summer Boat Show'
- 'Docklands a new beginning' television documentary
- docklands.com.au website





MARKET RESEARCH

Market Research has proven that the Docklands marketing and branding strategy has been effective. Twice yearly, since 1996, Docklands Authority engaged Newspoll to market research community attitudes about Docklands.

The research indicates that Victorians are very enthusiastic and supportive of Docklands development, which reflects their strong sense of civic pride and belief that the redevelopment of Docklands is fundamentally good for Victoria.

The July 2000 Newspoll survey reveals a high level of approval. Support for Docklands amongst all Victorians, was 79% and 88% believed the project will provide an economic boost to the State.

Market research has also confirmed that the more people are aware of Docklands, in particular improvements to the area such as new roads and bridges, cafes, restaurants, parks and waterfront promenades, the more they support the development. More support equals stronger demand for developer projects.





The Docklands Authority has prepared a Community Development Plan, in association with the neighbouring cities of Melbourne, Port Phillip and Maribyrnong. This plan emphasises the importance of providing access to the services and community supports that help facilitate social well being and a sense of belonging for residents and visitors. This plan provides an overview of facilities and services required for the communities in Docklands as they develop, where they should be located, and when.

COMMUNITY SERVICES

The provision of human services to Docklands is considered in its regional context. The Community Development Plan is based on the following principles:

- ensuring an integrated approach to all aspects of social well-being
- supporting opportunities for social interaction to build a 'sense of community'
- supporting lifestyle choice at all stages of the lifecycle
- planning for spatial equity in the access to and allocation of resources in the community
- planning for the viability and sustainability of services
- building the capacity of the communities within Docklands to initiate and sustain community-based activity

The Docklands Authority applies these principles to assess the community development merits of all development proposals. The services include: public amenities (such as public toilets and phones), emergency services (police, fire, ambulance), education, health, recreation, information and visitor services, community meeting spaces, a range of local parks and play areas, cultural facilities (such as libraries and places of worship), services for people with special needs, and community development.

It is a requirement that Docklands developers provide a proportion of their site for human services. Use of land or financial contribution to human services will be in accordance with the Docklands Authority's Community Development Plan.





POPULATION CHARACTERISTICS

The population characteristics of inner city areas vary considerably, and the following estimates reflect the specific proposals for Docklands, rather than an inner city average. The purpose of the population data is to provide a 'base case' estimate of the scale and timing of the three key populations in Docklands – residents, workforce, and visitors – as a basis for providing and integrating services.

The characteristics of the Docklands populations are expected to be dynamic. In the early years, they will strongly reflect the specific types of buildings and activities made available. As the development matures, the building range is likely to be wider, the activities more diverse, and the population types broader. It is important to recognise the impact of technology and changing living and work practices in relation to the provision of community services and community infrastructure.

The following estimates are provided for the next two decades. The figures are derived from various sources, and are indicative only. They do not represent a detailed demographic analysis.

RESIDENT POPULATION

The estimated number of dwellings 6,000 – 7,000 and the residential population (13,000 – 15,000) is based on signed Development Agreements and Authority estimates, where agreements have not yet been finalised.

The age and socio-economic structure of the Docklands residential population is likely to vary considerably over its development period. The provision of services and infrastructure will need to be responsive to this dynamic demography.

In the early years, household and age structure will be primarily determined by the building stock made available by the developers. The mixed-use nature of development proposed throughout Docklands will also offer accommodation to varying socio-economic groups. Characteristics may also vary between those owning and occupying property and those renting or leasing.

WORK FORCE

A significant number of part time/casual workers will be employed at leisure/entertainment activities, and for regular and irregular events at various venues. For estimating purposes, it has been assumed that, by the middle/late phase of the development, the employment numbers will total 15,000-20,000.

VISITOR POPULATION

Visitor populations will increase substantially as the facilities and activities increase. For the purposes of estimating, it has been assumed that, by 2010 – 2015 of the development, the annual visitor numbers will total 20 million per annum, or 35,000 to 40,000 per day.





Docklands Authority and the State Government are committed to development at Melbourne Docklands which is both commercially successful and which sets national and international standards in design. The Authority has a strong commitment to integration and design excellence through its corporate objectives, the criteria used to assess competing bids, and devising and managing Development Agreements.

Docklands Authority has the responsibility to achieve economically viable and sustainable development and design excellence, primarily through the involvement of the private sector. The Authority works in partnership with developers and their designers.

KEY DESIGN PRINCIPLES

Ten key design principles provide a concise definition of the development planning and design intent for the whole of Docklands. The principles were developed and refined by Docklands Authority in conjunction with developers and other stakeholders.

Principle 1 For all people & their needs

The development should be attractive and accessible for a full range of people – from Melbourne, Victoria, and other visitors.

Principle 2 Responsive to Melbourne

Development should be designed to respond to the various characteristics of Melbourne and provide an attractive and distinctive experience for people – day and night, season by season.

Principle 3 – Responsive to the site

Design proposals should be site-responsive, taking maximum advantage of varying characteristics and features of each site. Proposals should complement adjoining development – both existing and proposed – and address physical and environmental features.

Principle 4 – Focused on the water

Design in each precinct and across the whole of Docklands should focus on the waters of Victoria Harbour, the Yarra River and Moonee Ponds Creek – with high quality waterfronts and water-based activities.

Principle 5 – Focused on the public realm

Public spaces in Docklands should be comfortable, interesting and functional and should form a linked sequence of enlivening experiences.

Principle 6 Economically viable and vital

High quality design solutions should be employed as a means of achieving an attractive and sustainable return on investment.

Principle 7 – Diverse and integrated

Development should include a high level of access to a diversity of uses and activities, have cohesion and diversity in design character and detail, and be able to respond to changes over time.

Principle 8 Creative and innovative

The design should evolve from a search for innovative solutions – in order to achieve the best possible development for the 21st century.

Principle 9 – Ecologically sustainable

Planning and design at both the macro and micro scale, in the short term and long term, should be ecologically sustainable. It should satisfy today's needs and opportunities without compromising the needs and opportunities of future generations.

Principle 10 – Dynamic

The street network, building form and facilities should be inherently flexible to accommodate changing uses and demands over time – across the site and within buildings.

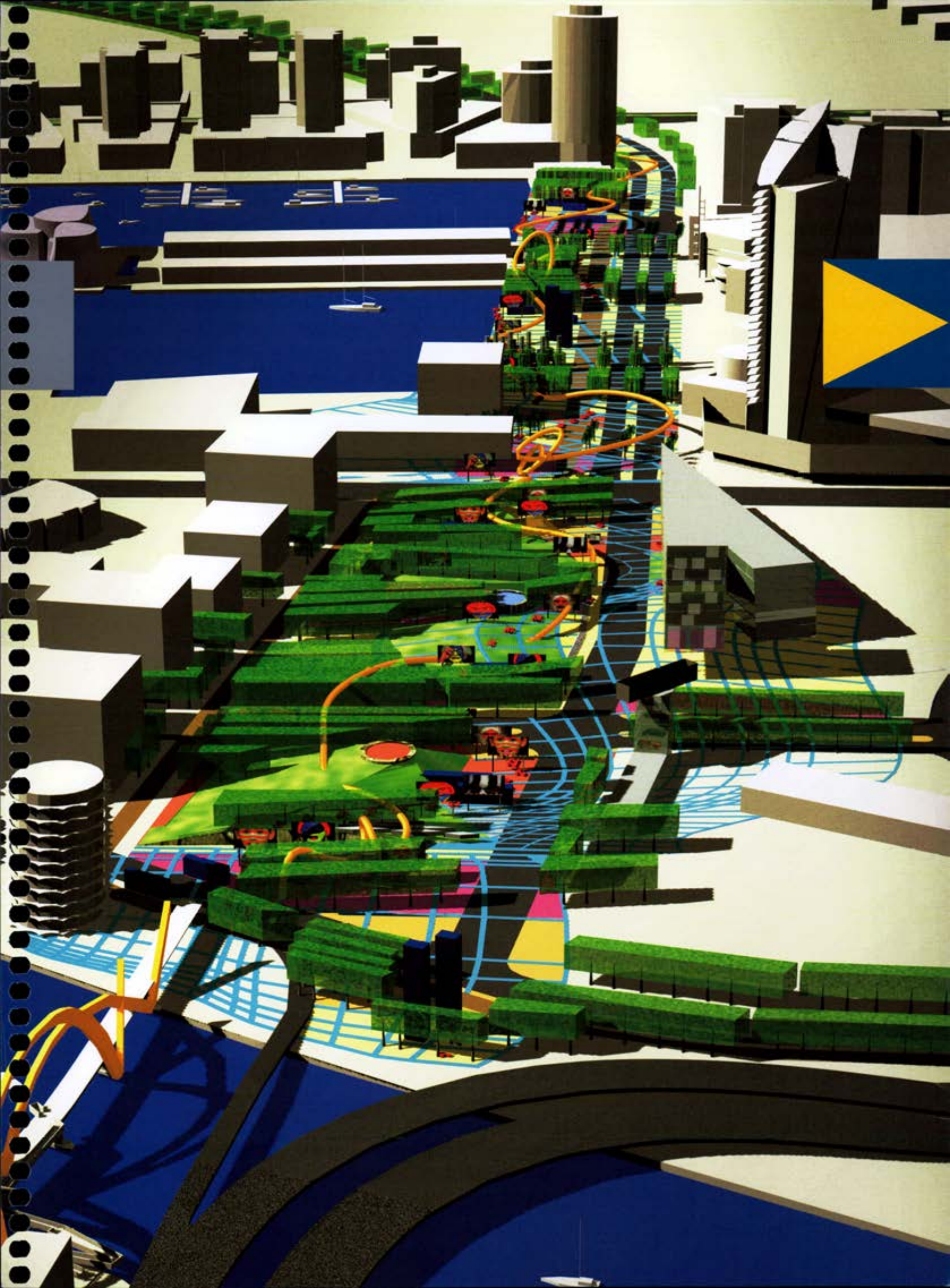
► Harbour Esplanade forms an integral part of the civic heart of the Docklands and is intended as the land-based recreational focus for Docklands.

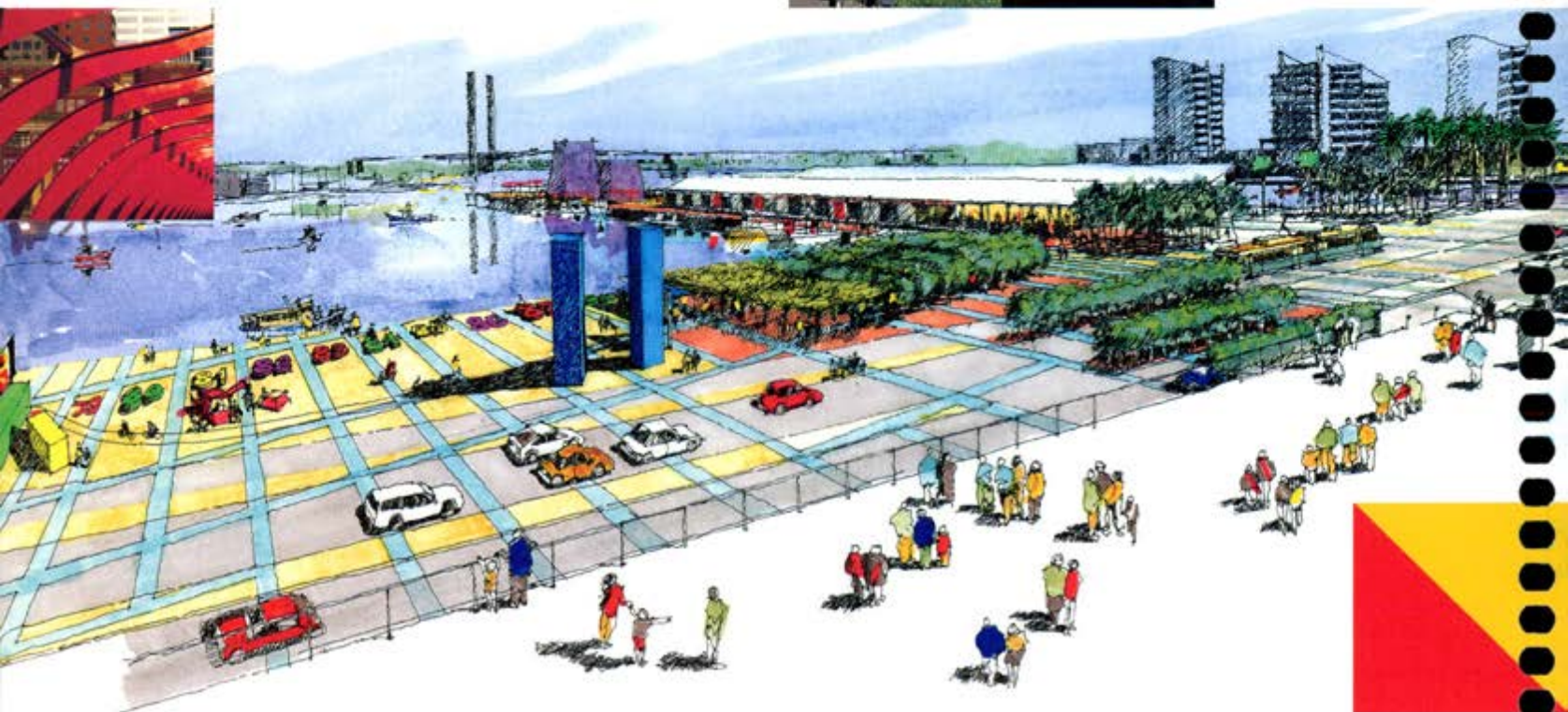
The Grand Plaza, Harbour Esplanade and Docklands Park are considered critical elements to ensure integration between the precincts and the promotion of public open space.

Harbour Esplanade will become the central public activity space of Docklands, a series of highly developed plazas parks and promenades will link Docklands from north to south along the eastern edge of Victoria Harbour Precinct

Grand Plaza has been designed to open up public access to 400 metres of waterfront between Colonial Stadium and Victoria Harbour and will be the closest waterfront edge to the Melbourne CBD. Docklands Park will provide a green environment for recreation and social activity. The 2.7 hectare Docklands Park will complement other components of public space forming a softer, greener area for passive recreation and large scale social gatherings.

► Development plan for Harbour Esplanade





ECOLOGICALLY SUSTAINABLE DESIGN (ESD)

Development at Docklands will demonstrate "best practice" ESD in a practical manner. As an inner urban redevelopment site, it already meets some of the broader sustainability objectives relating to the reuse of existing urban infrastructure. An integrated approach to sustainability is required, with primary consideration given to access and mobility, built form and infrastructure resources, water and water management, climate and energy, and community planning.

REVIEW PROCESS

A Design, Amenity and Integration Review Panel, which includes international, national and local design expertise, plays an important advisory role for the Docklands Authority approval process. The role of the Panel is to provide:

- Expert external views on design and related issues as part of the bid selection process.
- Guidance to short-listed preferred bidders in developing and submitting their best and final precinct bid.
- Assistance in resolving key design and integration issues in Docklands.
- Advice to Docklands Authority and, through the Authority, guidance to the selected developers on design and related issues during the design development phase.

▲ Vision of Grand Plaza

As a waterfront location, promenades will represent integral elements of the open space network of Docklands. Full public access shall be available to all waterfront areas. These waterfront promenades will provide full accessibility (pedestrian, cycle and mobility impaired) via an on average 30 metre wide zone.

PLANNING



◀ Docklands Authority's Conceptual Planning Framework provides a skeleton for the whole Docklands area – on which the diverse parts of the individual development proposals can be built and integrated.

The conceptual framework is not intended to be prescriptive, but to provide a stimulus for developers, irrespective of the scale of development proposed. The aim is to encourage exciting, viable developments built to the highest standards.

PLANNING AND DESIGN APPROVALS

With a development program over 15-20 years, the approvals process requires developers to achieve design excellence and quality urban design at all stages. Design approvals are not a one-off event. They occur as a continuous process covering the duration of development.

Land and water within the Docklands is subject to two integrated approvals: Precinct Development Agreement, and Statutory Planning Scheme. The Melbourne Docklands Area Planning Provisions, June 1999, an incorporated document in the Melbourne Planning Scheme, is intended to be replaced by a new format Docklands Planning Scheme in 2000/2001.

DEVELOPMENT AGREEMENTS

Development Agreements set out a process to ensure quality design outcomes for both the built environment and the public realm. Developers are required to take account of the Conceptual Planning and Design Framework and Visions and the Key Design Principles, both in bid proposals and during design development. Developers must submit design documentation as part of the bid. In addition to this, a master plan and more detailed staged development plans are also required.

STATUTORY PLANNING PROCESS

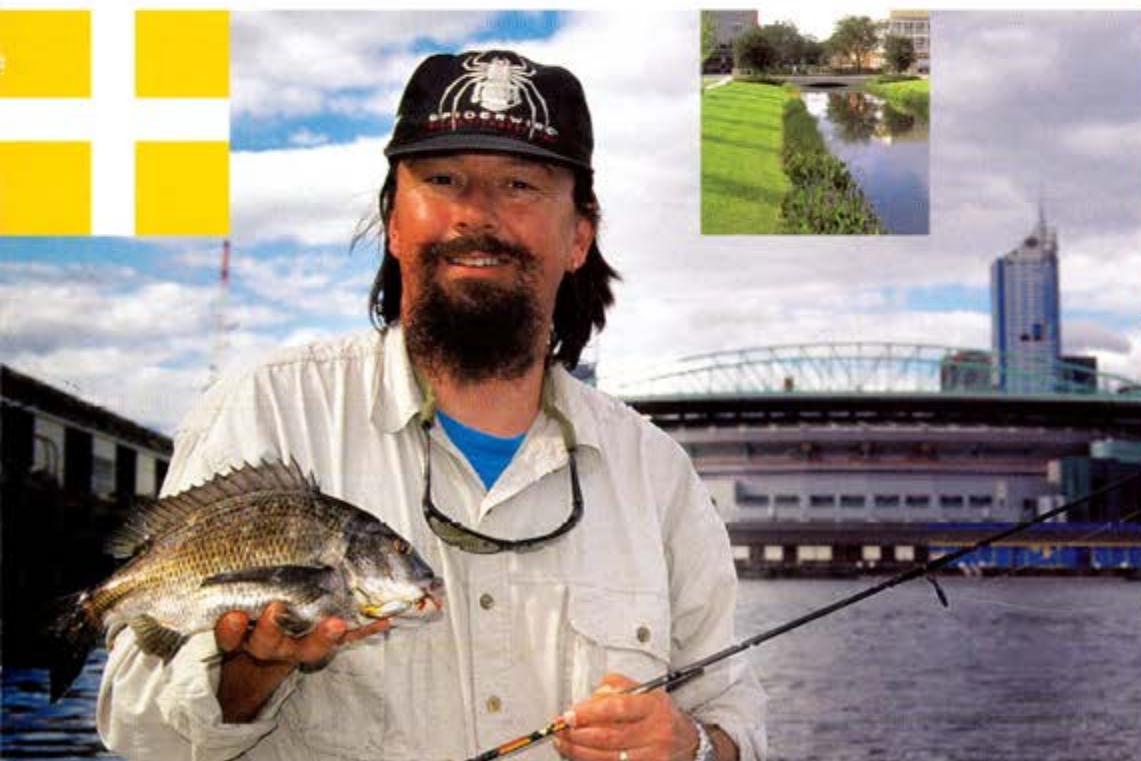
A development plan is a requirement of the Melbourne Planning Scheme, and may be amended and approved in stages. The Plan, and any amendments, must be to the satisfaction of the Docklands Authority, and requires approval from the Minister for Planning, who is the Responsible Authority under the Melbourne Planning Scheme.

HERITAGE

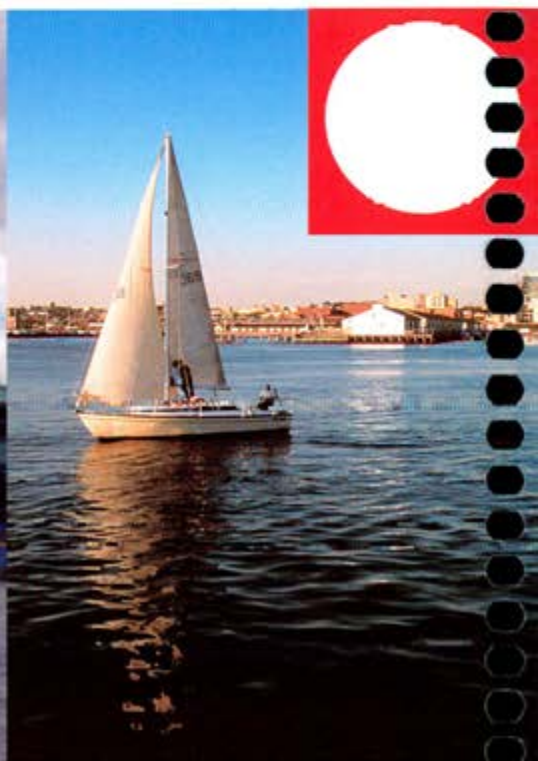
The Docklands Authority is seeking innovative adaptation for re-use of the most important heritage structures in Docklands – Queen's Warehouse, Missions to Seamen, Railway Goods Shed No 2 Batman's Hill and Sheds 9 and 14 on Central Pier.

The Docklands Authority is encouraging bidders to develop a character in their developments, that draws on cultural influences such as the maritime and transport-related uses of the site. The intention is to form a thematic basis for architecture, streetscape elements, planting schemes, and the layout and function of urban spaces.

Infrastructure Library



▲ A fine Docklands Bream caught in Victoria Harbour, image courtesy of Roger Dark



▲ Sailing on Victoria Harbour

The Docklands Authority completes environmental initiatives to ensure a clean, attractive and safe setting in which developers are encouraged to invest, and of which Victorians will be justifiably proud.

ECOLOGICALLY SUSTAINABLE DEVELOPMENT

The Docklands Authority's control of the planning process is aimed at achieving development which is both commercially viable and ecologically sustainable. This involves maximising the use of recycled materials during construction, and designing buildings dependent on the consumption of significantly less natural resources than in the past.

Docklands Environmental Management Plan, and the requirement for developers to produce their own Site Environmental Management Plans, are incorporated into the Melbourne Planning Scheme. These plans include performance measures for developers over greenhouse gases, air and noise pollution, waste minimisation and energy efficiency.

CURRENT ENVIRONMENT INITIATIVES

Docklands Authority contract Thiess Environmental Services to conduct regular litter clean-ups in Victoria Harbour.

New storm water drains incorporating litter and silt traps, to prevent solid wastes entering the Yarra River and Victoria Harbour, have been built. Both projects are designed to improve the quality of Melbourne's waterways and preserve the 19 species of fish currently inhabiting Victoria Harbour.

A key environmental project is the remediation of the eight-hectare former West Melbourne Gas Works site to a standard where it can be safely developed for public parkland and commercial and residential uses, within predominantly the Victoria Harbour precinct.

A contract for the remediation of the former West Melbourne Gas Works site was awarded in August, 1999 to Enterra, a joint venture between I.T. Environmental Services and Abigroup Constructions.

The remediation process involved has the full support of the Environmental Protection Authority, the remediation project has used the most sophisticated and efficient methods ever adopted for an environmental clean-up of this kind in Australia. The site will become Docklands Park boasting 2.7 hectares of public space.



▲ Gas Works site

MELBOURNE DOCKLANDS ENVIRONMENTAL MANAGEMENT PLAN

This plan is designed to ensure that environmental standards are maintained and all developments are ecologically sustainable.

The planning controls have been designed to be performance-based rather than prescriptive, with the objective of facilitating high quality, site responsive design and development.

The Melbourne Docklands Environmental Management Plan has been revised to coincide with the new Docklands Planning Scheme

The Melbourne Docklands Environmental Management Plan has been prepared to assist in the clarification of target environmental standards for the development and management of the area.

A series of Environmental Performance Requirements have been established with respect to the following elements:

- Water
- Air
- Noise
- Erosion
- Land forming & reclamation
- Dredging
- Site contamination
- Hazard and risk
- Heritage and archaeology
- Waste management and minimisation
- Flora and fauna
- Litter

REMEDIATION

The Docklands Authority's contamination reviews of the Docklands area (excluding the former Gas Works site) undertaken to date suggest presence of metals and polycyclic aromatic hydrocarbon (PAH) contamination within some fill material on the site.

Developers are required to remediate their precincts suitable for development and provide an indemnity to Docklands Authority and the State Government. This includes details and timing of any proposed remediation of the land for development. Developers require a certificate of environmental audit (in accordance with section 57AA of the Environment Protection Act), or a statement from an environmental auditor (in accordance with section 87AA(b) of Environment Protection Act 1970).



Docklands Authority was set up in 1991 to manage development of Melbourne Docklands on behalf of Victorian State Government. The Mission of Docklands Authority is:

“to promote, encourage and co-ordinate the successful development of Melbourne Docklands as a waterfront place of character and quality in which to live, work and visit, creating a tourism asset and a boost to Victoria.”

Since 1991, the organisation and management of Docklands Authority has evolved to meet the needs of the diverse and increasing tasks related to bid assessment and project implementation. The Authority's organisational objectives include good communication, developing potential, and investing in people.

The organisational strategy involves aligning human resources to corporate objectives, creating an environment which promotes well-being of all staff, and development of staff through top quality training, mentoring and appraisal.

The success of the strategies are measured by motivated people, achievable goals, and a culture that inspires achievement.



DOCKLANDS AUTHORITY BOARD AND SENIOR MANAGEMENT (2000)



BID ASSESSMENT AND PROBITY

BID ASSESSMENT

Docklands Authority uses a rigorous process to select successful bidders for each precinct. The criteria applied to development proposals include:

- Design and amenity
- Integration
- Finance/risk
- Viability
- Other aspects relevant to assessment

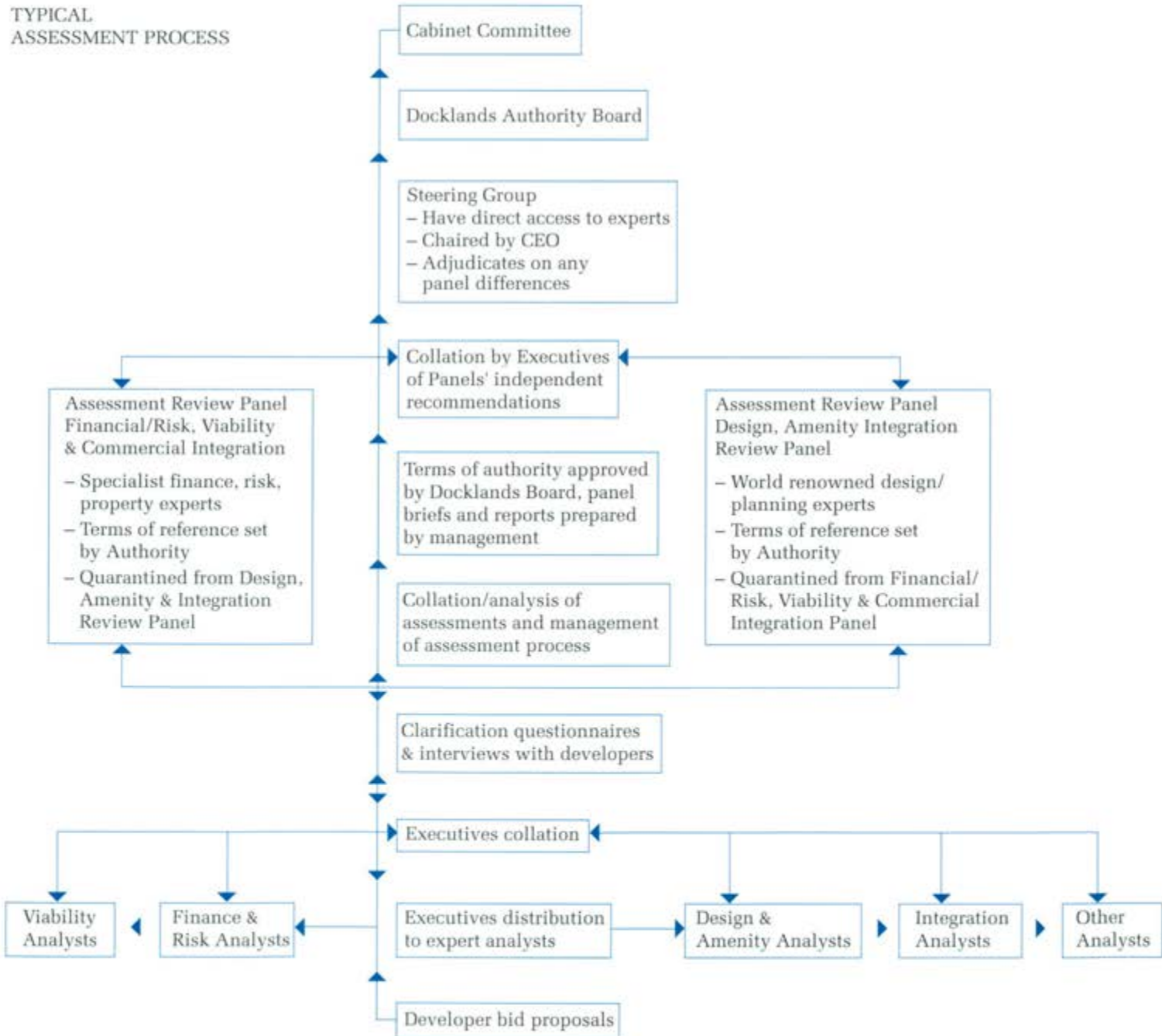
PROBITY AND ETHICAL STANDARDS

Docklands Authority places great importance on the need for and continued maintenance of the highest standards of corporate governance practices and ethical conduct.

Detailed probity processes have been established covering all areas of operation, including in particular, the development bidding process and conflict of interest principles.



TYPICAL ASSESSMENT PROCESS





AFL	Citipower
ALSO Foundation	Citrix Systems
Abigroup Contractors	City of Maribyrnong
Anstat	City of Melbourne
Archival Systems	City of Port Phillip
Acumen Multimedia	Cinemedia
Anzen Consulting	City Wide Service Solutions Pty Ltd
Akron Roads	Chubb
Alan Rae Consulting	Clifton Project Management
Alfred Hospital	Collaborations
Alison Fraser	Colonial Stadium
Allen & Buckeridge	Committee For Melbourne
Allom Lovell & Associates	Connell Wagner
Andersen Legal	Connex
Arthur Andersen	Coomes Consulting
Ashton Raggatt McDougall	Cornwell Design
Auscript	Corporate Events
Australian Commission For The Future	Corporate Network Integrations
	Cox Sanderson Ness
	Crock Productions
	Currie & Brown
	Clayton Utz
	Dstore
	Davnet
	Daryl Jackson Architects
	Dames & Moore
	Deal Corporation
	Decco
	Deacons Graham & James
	Department of Infrastructure
	Department of Natural Resources and Environment
	Department of Premier and Cabinet
	Department of Treasury and Finance
	Department of State and Regional Development
	Digital Harbour
	Dimity Reed
	Docklands Stadium Consortium
	Douglas Partners
	EDAW
	Entertaining Event Company
	Ericsson Australia
	Egis Consulting
	Ernst & Young

RAECO



Enterra Joint Venture
Enetech Streamline
ESign Australia
Evan Walker
Eye Corp
Finney Whelan
Fisher Stewart
Flagstaff Consulting
Folkstone
Freehill Hollingdale & Page
Freight Victoria
Future Entertainment
Fujitsu Australia
Fuji Xerox
Gardner Perrott
Gutteridge Haskins & Davey
Gibson Quai & Associates
Golder Associates
Gollings+Pidgson
Grollo Tower
Growth Solutions Group
Hamilton Productions
Hardware
Heritage Victoria
Hardcastle & Richards
Hendry Group (Vic)
Hyder Consulting
Hillside Trains
Hurnall Bartley
I & T Nacha
Ice Sports Australia
Industrial Suppliers Office
ING Real Estate
IMA Computer Company
Independent Computers Australia
The IT Group
JTP
Jebb Holland Dimasi
Jones Lang LaSalle
Judy Buckrich
Kernow Environmental
Services Pty Ltd
Koori Kulin Nation
Landmark White

Leading Solutions
Leeds Media
Lend Lease Development
Landscape
Linfox
MAB
MCVB
MacroPlan
Maddock Lonie & Chisholm
Magna Data Australia
Manger Consulting
Marine Board
Market City Properties
Maudie Palmer and Associates
Maunsell McIntyre
Mallesons Stephen Jaques
Maxi Multimedia
Melbourne City Link Authority
Melbourne Water
Melbourne IT
Melway
Media Monitors
Melbourne Convention and
Visitors Bureau
Melbourne Fashion Festival
Melbourne Food and Wine Festival
Melbourne Fringe Festival
Melbourne International Festival
Melbourne Port Corporation
Melbourne Warter
Mercedes Waratah Press
Michael Buxton
Microsoft
Minifie Nixon
Mirason
Mirvac
Minter Ellison
Multiple Sclerosis Society
NDC
NTA Sign Group
National Rail Corporation
National Trust
National Telefonix
Niagara Galleries

Newspoll
Office of Major Projects
Officer of the Valuer General
Online Sports Marketing
Oz Opera
Origin Energy
PPK Environment and Infrastructure
Pan Urban - Abigroup
Parks Victoria
Paterson & Pettus
Paul Griffiths Presentations
Pentagon
Peter Cole
Peter Droege
Peter Elliott Architects
Peter Mc Neill Stitt
Powercor
Prax
Price Waterhouse Coopers
Public Transport Corporation
RMIT University
Robert Bird & Partners
Reach Youth
Reputation Quest
Rider Hunt
Riverside Properties
Runners World
Rush Wright Associates
Scotwork
Seven Network
Seven Resources 2000
Shane L. Bowman
Seacom
Selenium Interactive Services
Shepard Malkic
Sigma
Sinewave Interactive Services
Simmonds and Associates
Sinclair Knight Merz
Simon Perry
Simon Richards Group
Simsion & Bowles
Skilled Maritime Services
Spencer Street Station Authority

St Martins Youth Arts Centre
Strategic Industry Research Foundation
Stratus Networks
Stadium Operations Limited
Standard Roads
Stephen G Marks & Co
Stuart Niven
Sunland Group
TXU Networks
Telstra
Thomas Consultants
Tourism Victoria
Transurban
The Cart Shed
The Buchan Group
Transfield
Treasury Corporation of Victoria
Triden
Urban Developments
Urbis
URS Australia
VicRoads
VicTrack Access
Victorian Channels Authority
Victorian Employees Chamber
of Commerce and Industry
Victorian Government Solicitor
Victorian Major Events Company
William Kelly and Associates
Walter Construction
Waterfield Consulting
Winward Structures
Will Salter Photography
Women's Circus
Wood/Marsh Architecture
Woodward Clyde
World Vision Australia
Wurundjeri People
WT Partnership
Yarra Trams

Designed by Gollings+Pidgson
Produced by Andrew Gibb Marketing
Special thanks to Landscape



www.docklands.com.au



MELBOURNE Docklands
VictoriasNewWaterfront.com

November 2000
DOCKLANDS AUTHORITY
Level 38 Rialto South Tower, 525 Collins Street,
Melbourne, Victoria 3000 Australia
Telephone +61 3 9628 4499 Facsimile +61 3 9628 4477
www.docklands.com.au
reception@docklands.vic.gov.au

Victoria
The Place To Be